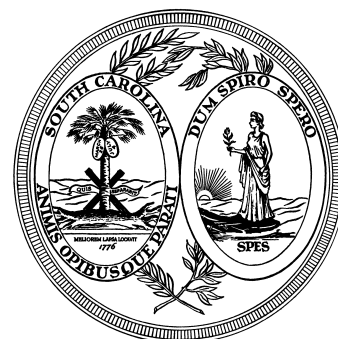




ANNUAL ACCOUNTABILITY REPORT

**Fiscal Year
2011 - 2012**



**Nikki R. Haley
Governor**

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Accountability Report Transmittal Form

Agency Name: South Carolina Department of Juvenile Justice

Date of Submission: September 17, 2012

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Purpose, Vision, Mission and Values

The Department of Juvenile Justice (DJJ) administers South Carolina's juvenile justice system at the state and local levels. DJJ has adopted Restorative Justice and treatment in the Least Restrictive Setting as its guiding principles. Restorative justice places equal emphasis on accountability to victims, restoration of harmony in communities where crime has caused harm, and the development of pro-social skills in offenders to prevent re-offending. The least restrictive principle calls for juvenile offenders to be treated in the least restrictive setting that is commensurate with public safety. Restorative Justice is in alignment with DJJ's statutory mandates, which include sanctions and services for offenders, and consultation/information sharing with victims as decisions are made about delinquency cases. The least restrictive principle appears in the Children's Code and is embedded in DJJ's mission statement.

The framework of DJJ's mission is set forth in statute. Section 63-19-10 establishes DJJ as a state agency. Other key provisions include:

63-19-320	Establishes DJJ as a member of the Governor's Cabinet – Director appointed by the Governor and serves at the will and pleasure of the Governor.
63-19-330(A)	Establishes authority of the Director to set policy and empowers the Director to employ persons necessary to perform all responsibilities of the department.
63-19-1010	Establishes DJJ's authority to provide intake services and probation supervision.
63-19-350	Establishes the community-based services to be provided by DJJ.
63-19-360	Establishes the institutional services to be provided by DJJ.
63-19-380	Establishes a special school district within DJJ.
63-19-1840	Establishes DJJ's authority to provide parole supervision services.
16-3-1505	Establishes DJJ's role in providing services to crime victims.

Based upon these responsibilities DJJ's mission reads as follows:

The South Carolina Department of Juvenile Justice supports the Governor's vision for our state by protecting the public and reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.

The Agency's vision is:

DJJ will fuse its community and institutional resources to create a seamless continuum of services within a restorative justice framework, thereby becoming optimally effective in fulfilling its mission to redirect the lives of troubled children.

DJJ embraces these core organizational values:

- Trust – Staff members will express confidence in the integrity, reliability, and character of others.
- Honesty – Staff members will deal with each other in a sincere and straightforward manner.
- Respect – Staff members will treat others with care and consideration.
- Integrity – Staff members will behave in an ethical manner consistent with their words and beliefs.
- Loyalty – Staff members will remain faithful and devoted to the mission of DJJ.
- Diversity – Staff members will seek, value, respect, and promote differences among fellow workers and within the community.

After a dynamic year when populations in DJJ's long term facilities dropped to record low levels and resources are being shifted towards prevention and intervention at the front of the juvenile justice system, a new slogan for the Agency has emerged:

DJJ: Where Change is Possible.

Positive changes abounded as DJJ entered into innovative and productive partnerships, recruited record numbers of volunteers, and strengthened its services in the community to ensure that its most expensive beds in secure facilities were dedicated to the most violent, serious and chronic delinquent offenders.

Major Achievements from Past Year

DJJ is pleased to report these major achievements in fiscal year 2011-2012.

- DJJ formed non-traditional partnerships with sister cabinet agencies to promote youth development in South Carolina. For example, the Director of the Department of Revenue taught courses on "The Basics of Financial Success" to DJJ students, and the Department of Parks, Recreation, and Tourism featured the work of DJJ student craftsmen in its stores.
- DJJ's unique partnership with Habitat for Humanity enabled the construction of a home "behind the razor wire" using teams of staff volunteers, volunteers from the private sector, and DJJ students. In a dramatic moment, the "house that DJJ built" was lifted over the fence by a local crane company to travel to its permanent location in northeastern Richland County. There, finishing touches such as interior painting and landscaping were applied using youth under community supervision in conjunction with volunteers.
- The Broad River Road Complex (BRRC) of secure long-term facilities again recorded record low population levels. The average daily population in the BRRC dropped from 180 last year to 126 in FY 2011-2012. Populations of less than 100 were seen on several late spring days in 2012.
- Because population levels continue to decline at BRRC, DJJ has continued the process of transferring clinical staff from Rehabilitative Services to the community where they are providing services to youth and families. Juvenile correctional officers have also been

transferred from the BRRC to the DJJ Detention and Evaluation Centers to better meet agency needs.

- DJJ's Special School District awarded 116 General Equivalency Diplomas and 3 High School Diplomas in school year 2011-2012.
- The GED passage rate for DJJ in 2011-2012, at 77%, is commensurate with the average for South Carolina as a whole. It exceeds the national average of 72%.
- DJJ's seven hardware secure facilities continued their participation in Performance based Standards (PbS), a continuous improvement program sponsored by the Council of Juvenile Corrections Administrators. PbS outcomes are featured in the "Results" chapter of this document. Two DJJ facilities achieved Level 4, the highest possible rating, ranking them in the top six (6) to twelve (12) percent of participating facilities in the country.
- DJJ staff, in collaboration with a host of volunteers and 845 juvenile offenders, conducted 85 community service projects in the state's 46 counties as well as in DJJ facilities and community residential sites; the "Restoring Carolina through Youth Service Day" coincided with the September National Day of Service.
- In its second year of funding, DJJ operated a summer and after-school employment program for Kershaw County that provided 101 at risk students with 20 hours of employability training and up to 50 hours of paid internships. More than 20 local businesses provided the internship sites.
- DJJ, in collaboration with the State Law Enforcement Division and the SC Department of Commerce conducted summer and after school employment programs in the cities of Walterboro and Laurens that reached 120 at-risk students.
- DJJ's Director, Margaret Barber, the mayors of Walterboro and Laurens, and the Chief of Police in Laurens were presented with the Rural Education-Palmetto Partnership Award by Governor Nikki Haley honoring their commitment to the employment programs in Walterboro and Laurens. These programs have received second year funding for 2012-2013.
- DJJ, in partnership with faith based and other non-profit entities operated 21 Teen After-school Centers in 19 counties, serving an average of 810 youth per quarter in 2011-2012.
- DJJ staff trained in the evidence-based U.S. Department of Justice's GREAT gang prevention curriculum taught in 14 elementary and 9 middle schools in FY 2011-2012, reaching 1,038 at-risk students.

Key Strategic Goals for Present and Future Years

DJJ's goals for the current administration focus on two macro strategies.

Macro Strategy #1: Create a continuum of evidence-based programs and practices throughout the South Carolina Department of Juvenile Justice. The related goals include:

- Reinvest in community services;
- Restructure and improve Rehabilitative Services and the DJJ School District;
- Maintain and improve essential core services across all Divisions;
- Expand after-school programs, job readiness programs, and victim's services; and
- Expand the GREAT anti-gang curriculum.

Key future deliverables associated with these goals include:

- ✓ Intensive case management at the Family Court Intake level to divert status and low risk offenders to appropriate community based services;
- ✓ Statewide implementation of a 4th Generation Risk Needs Assessment instrument;
- ✓ Evidence based programming in Community and Rehabilitative services including cognitive behavioral therapy, incentives based probation supervision, trauma informed care, and gender responsive services for females;
- ✓ Greater utilization of community evaluations for low risk and status offenders;
- ✓ Population reductions achieved/sustained in DJJ secure facilities;
- ✓ Reduction in use of lock-up within the Broad River Road Complex (BRRC);
- ✓ Incentives-based behavior management within the BRRC;
- ✓ Improved access to after-school programs, employability programs, and gang prevention programs system-wide;
- ✓ Improved services to victims including victim-offender dialog; and
- ✓ Expanded options for family-based treatment.

Macro Strategy #2: Reallocate and develop resources to achieve continuous improvement in South Carolina's Juvenile Justice System.

- Redirect resources to the community;
- Maximize collaborations, partnerships and volunteerism system-wide; and
- Implement succession planning.

Key future deliverables associated with these goals include:

- ✓ Clinical resources transferred from DJJ secure facilities as populations decline to strengthen community-based services to youth and families;
- ✓ Diverse collaborations that include state agencies not typically partnered with DJJ;
- ✓ Greater emphasis on employment readiness in correctional facilities and in the community;
- ✓ DJJ Workforce Planning Committee established as a standing committee of the agency; and
- ✓ Leadership cohorts identified, and leadership training assessed/revamped.

Key Strategic Challenges

The key strategic challenges DJJ will face in the near future include:

- Restore and strengthen capacity in community programs through internal reallocation of resources and effective partnerships/collaborations.
- Identify and introduce evidence-based practices and programs throughout the juvenile justice system that are responsive to juveniles' assessed strengths and needs.
- Guard against the potential leadership vacuum created by an aging workforce through a comprehensive and continuous approach to succession planning.

- Develop, expand and reinvigorate partnerships with sister state agencies (including non-traditional agency linkages), the higher education community, the faith community, private foundations, and private sector enterprises to improve South Carolina's juvenile justice system.
- Expand after-school and juvenile employment programs in the community as an important dimension of preventing delinquency and developing productive citizens who are ready to contribute in the state's workforce.
- Fully develop all planned strategies that respond to gang violence at the prevention and intervention levels.
- Remain focused on conditions of confinement and use Performance based Standards as a means of continuous improvement in DJJ facilities.

How the Accountability Report Will Be Used to Improve Performance

DJJ administrators view the annual Accountability Report process as an opportunity to focus the agency on a critical few goals that are measurable and accomplishable within a two to three year time frame. The information presented herein will benchmark its progress as DJJ moves forward in rethinking South Carolina's juvenile justice system to make it more accountable, efficient, and evidence-based in its approach to reclaiming young people as productive citizens while keeping citizens safe from juvenile crime.

Section II – Organizational Profile

Main Products and Services and Primary Methods by which Services are Delivered

DJJ is committed to advancing public safety while reclaiming juveniles through prevention, community-based programs, education, and rehabilitative services in the least restrictive environment appropriate. A continuum of services ranging from prevention and diversion to intensive case management and supervision to specialized treatment in secure facilities is available for youth under the agency's jurisdiction. A Balanced and Restorative Justice (BARJ) approach emphasizing accountability to the victim and community, competency development for the offender, and public safety has been adopted. BARJ principles are incorporated throughout the agency and are evident in many of the programs described below. Programs and services are administered under four functional sections: Community Services, Rehabilitative Services, Educational Services and Treatment and Intervention Services. Primary programs and services are highlighted below:

The Division of Community Services offers a range of community-based initiatives to include the following:

- ◆ **CHOICES** is a curriculum that uses restorative principles to enhance decision making skills in an effort to promote pro-social behaviors in youth leading to decreased antisocial behaviors and a reduction in recidivism rates. The Choices curriculum was recently updated and will be available for use in November 2012.

- ◆ **Juvenile Arbitration** is a statewide community and school based initiative that works with Solicitor's Offices to divert first-time, non violent offenders. This initiative uses restorative principles that hold offenders accountable for their actions. During FY 11-12, 3,733 youth were referred to the Juvenile Arbitration Program.
- ◆ **Family Solutions** is an evidence-based family group counseling service that is facilitated by community staff. These groups are conducted in the evening hours at various county offices across the state. In FY 11-12, forty-four Family Solutions cycles (groups) were facilitated in 15 counties, compared to 35 cycles in FY 10-11.
- ◆ **Community Alternatives** are community-based residential programs that provide alternatives to secure confinement. In keeping with DJJ's least restrictive placement philosophy, these programs are used to divert lower risk juveniles from secure confinement or as a step down placement prior to transitioning home. When appropriate, these placements are used as an alternative to secure detention.
- ◆ **Teen After-School Centers (TASC)** are after school programs based in churches, community centers and other public buildings across the state. These centers are staffed by a mix of provider employees and volunteers. They provide structure, supervision and various pro-social activities such as tutoring, life skills development, spiritual development and recreation. Twenty-one TASC sites were active in FY 11-12 serving an average of 810 youth per quarter.
- ◆ **Victim Services** is based on state statute and BARJ principles, DJJ offers services to victims of juvenile crime. Victims receive information pertaining to pre and post adjudicatory hearings and are notified of releases from custody, escapes and transfers to SCDC. Victim impact panels are conducted in the community, and victim input is sought before recommendations to the solicitor are finalized. An automated victim notification system was implemented. The new system expedites the process increasing the timeliness in which victims are informed of their respective offender's transfer, runaway or escape. This system enhancement was made with the victim's safety and sense of security in mind.
- ◆ **Lunch Buddy Program** is a statewide community driven initiative in which DJJ employees devote time during lunch and an instructional period with a specific elementary school student. The goal of this primary prevention initiative is to promote healthy relationships between students and adults in an effort to improve the academic success rate of students and to decrease disciplinary referrals and absentee rates. In FY 2011-12 over 100 DJJ employees volunteered their time to help develop students through out the state.

The Division of Rehabilitative Services provides custodial care for all juveniles within the hardware secure facilities: the Broad River Road Complex (BRRC), DJJ Detention Center and the Coastal, Midlands and Upstate Evaluation Centers. Chaplaincy, custodial care and medical/dental services all fall under the purview of Rehabilitative Services. Medical and dental services are available via contracted licensed practitioners. Certified clinical chaplains address the spiritual needs of juveniles and custodial care is provided by certified correctional staff. Recreational services are delivered by trained activity therapists.

Listed below is a brief description of some of the services within this Division:

- ◆ **Health Services** - A wide range of quality health care services are available for the juveniles committed to the hardware secure facilities. Services include medical, nursing and laboratory

services. Optometry, pharmacology, an inpatient infirmary and nursing dispensaries are also accessible. Dental services are provided by agency personnel at a South Carolina Department of Corrections (SCDC) dental facility. Additionally, Health Services coordinates contracts with private providers to serve DJJ's wilderness camp youth at Medicaid rates.

- ◆ **Peer Mediation Services** are available to all juveniles within BRRC. Peer mediation is restorative in nature and helps to improve conflict resolution and decision making skills.
- ◆ **Rehabilitative Support Services** focus on strengthening the mind, body, and spirit. Four Program Platforms are used to enhance basic life skills and personal growth: Job Apprentice Training, Sports & Fitness, Youth Leadership, and Volunteer, Mentor, and Intern Services. These services are designed to supplement the treatment and security goals of participants and promote positive coping skills, pro-social behaviors and increased competencies across multiple domains.
- ◆ **Restorative Justice Coordination Services** is a newly implemented rehabilitative intervention available to youth within the agency's seven hardware secure facilities. This technique uses Balanced and Restorative Justice (BARJ) conferencing as a means of bringing victims, offenders, and other persons affected by the offense together in a community meeting to repair broken relationships. Juveniles accused of violating rules of conduct take part in a BARJ conference. Victims are given the opportunity to face their offenders and convey the impact that the offense has had on their lives. This experience gives the offender a first hand perspective of the ramifications of his actions on the victim and the surrounding community which can help to facilitate accountability in the young offender. Moreover, victims get an opportunity to be heard and to witness the offender being held accountable which can help facilitate the healing process and closure. The goals of Restorative Justice Coordination Services are to encourage accountability, teach social skills and to enable the youth to reintegrate successfully into the community. According to the National Center for Juvenile Justice, DJJ is the first juvenile justice system in the nation to develop an institutional model for a BARJ process.

The Division of Educational Services operates a special school district that oversees one school program within the Broad River Road Complex and the satellite educational program at the regional evaluation centers and the Detention Center. The district also oversees the educational programs operated by ten private vendors such as the marine and wilderness institutes that serve DJJ youth. In addition to academic subjects such as English, Math, Science and Social Studies, the district offers courses in brick masonry, carpentry, graphic communications, desktop publishing, culinary arts, horticulture, business computer applications, accounting, personal finance, parent education, housing and interior design and welding. These Career and Technology Education (CATE) courses are in line with the agency's strategic goal of expanding job readiness for DJJ involved youth. Two educational programs are highlighted below:

- ◆ **Junior Reserve Officer Training Corps (JROTC) Program** – The JROTC program teaches citizenship, service to community, and personal responsibility. The program operates on a 24/7 basis and promotes a drug free lifestyle, high school graduation, physical fitness and patriotism. Juveniles are able to acquire rank and participate in pro-social community activities and community service projects. In keeping with the agency's mission, JROTC provides instruction and opportunities that promote productive citizenship and safe and healthy communities.

- ◆ **Communities in Schools (CIS) Program** – CIS is a self contained program within the Birchwood School that emphasizes academics, responsibility and the whole person while promoting increased skills, safety in schools, healthy life styles, positive relationships with caring adults and service to others. The program is designed for juveniles that have the intellectual capacity to excel academically and a willingness to participate in service learning activities and community service projects such as the Insiders Program. The DJJ program is recognized as a national model for innovative programs for youth and is the only CIS program that is located on the inside of a juvenile correctional facility.
- ◆ **The Insiders** is a special group of juveniles who travel throughout the state encouraging troubled children and promoting community awareness of the prevalence and consequences of juvenile crime. These young leaders have committed themselves to serving others by telling personal stories of the choices that led to their incarceration

The Office of Treatment and Intervention Services provides comprehensive treatment and intervention services through the professional practices of social work, psychology, and classification. The trauma informed practices initiative is also housed within this office. The primary focus of this office is the youth at the Broad River Road Complex. However, youth housed at the three regional evaluation centers and the DJJ Detention Center receive social work and psychological services. Listed below is a brief overview of programs and services available for youth at the Broad River Road Complex:

Listed below is a snapshot of the programs and services within this Office:

- ◆ **Drug and Alcohol Treatment Program** serves youth with substance abuse or dependency issues. The treatment component is provided by the clinical staff. However, psycho-educational drug and alcohol prevention courses are embedded within the educational curriculum and are taught by teachers at DJJ's Birchwood High School. Certified alcohol and drug counselors are available for assessment and provide individual/group treatment for youth who are not a part of the regular drug and alcohol treatment program.
- ◆ **Female Offender Program** is a gender specific program using evidence-based interventions such as Girls Circles and Dialectical Behavior Therapy (DBT) to meet the needs of the female juvenile offender. Within the Female Offender Program is the Girls Transition Home. This innovative component teaches independent living and social skills in a home like setting. Upon release from DJJ, these youth receive transitional services for up to one year to ensure successful reentry into the community.
- ◆ **Systematic Treatment for Aggression Replacement (STAR) Program** is a self contained program for chronically aggressive juveniles. The program uses the evidenced- based Aggression Replacement Training (ART) and other interventions to teach anger management skills while promoting pro-social behavior. STAR is co-located in the Special Management Unit with a newly developed strength based program. The new program uses an asset based approach to developing treatment and reintegration services.
- ◆ **Sex Offender Treatment Program (SOTP)** provides comprehensive, evidence-based interventions for adolescents with sexual offending issues and their families. Using a multi-layered BARJ approach, the program incorporates relapse prevention strategies and aftercare

planning into the treatment modality and adheres to all Jessica's Law and Sexually Violent Predator Act requirements.

- ◆ **BRRC Trauma Services** are available to juveniles with a documented history of trauma, or who disclose trauma to DJJ personnel. Juveniles may receive treatment for emotional, physical or sexual abuse, neglect, exposure to domestic violence, and traumatic grief and loss. Services are voluntary and include assessment, individual, group therapy and family therapy, crisis intervention, community referrals as needed, and up to two follow-up visits in the community after release.
- ◆ **Project Best** is a state-wide collaborative effort coordinated by the Dee Norton Lowcountry Children's Center in Charleston, SC and the National Crime Victims Research and Treatment Center of the Medical University of South Carolina for the purpose of ensuring that all South Carolina children and their families, who are identified as having experienced abuse and resulting trauma, receive appropriate, evidence supported mental health assessment and psychosocial treatment. Through this effort, select DJJ clinicians are being trained in trauma focused- cognitive behavior therapy (TF-CBT). This evidence based intervention will be available to youth at BRRC and various DJJ county offices.
- ◆ **Mental Health Services** are available for all juveniles at the Broad River Road Complex (BRRC). These services are provided by social workers, psychologists and contracted psychiatrists and are an integral component of the "Community Behind the Fence" experience. The array of services includes consultation and assessment services as well as individual, group and family counseling and therapy. Although clinical expertise is accessible at DJJ, the agency is not equipped to serve youth with serious mental illness or severe developmental disabilities for an extended period of time. Juveniles falling into these two categories are quickly identified and transferred to the Department of Mental Health or the Department of Disabilities and Special Needs for treatment.
- ◆ **Consultation and Evaluation Services** staff offer an array of services for juveniles and their families. In FY 11-12, community psychology staff conducted 1,096 community based psychological evaluations and written consultations while providing various support services such as special needs case management and placement reviews. Community Social Work Services expanded to include four social workers and one social work supervisor. Social work services were available primarily in the Midlands Region and included a variety of interventions such as individual, group, family and crisis counseling as well as walk-in assessments and referral services demonstrating the effectiveness of brief, solution focused services.

While DJJ is an integral part of the juvenile justice system in South Carolina, it operates in conjunction with other related entities including law enforcement, solicitors, family court judges, the Juvenile Parole Board, and staff in other child serving agencies.

The key products and services associated with these relationships include:

- ❑ Front-end diversion programs that operate in agreement with solicitor's offices, providing swift justice without formal court intervention and thus easing the juvenile case burden on family court dockets.
- ❑ Intake and assessment services for the family courts inclusive of recommendations to court personnel on detention, case processing and dispositional decisions.

- ❑ Pre-adjudicatory secure detention.
- ❑ Comprehensive psychosocial evaluations of juveniles when ordered by the court.
- ❑ Targeted case management services including interagency staffing and coordination.
- ❑ Juvenile probation and parole supervision to ensure compliance with conditions set by the family courts or the Juvenile Parole Board.
- ❑ Alternative Residential Placement and Services in lieu of commitment.

Key Customers Groups and Their Key Requirements/Expectations

DJJ is statutorily required to provide intake, probation and parole supervision services as well as community-based, institutional, educational and victim services. The agency processed 17,180 referrals in FY 11-12. DJJ is committed to meeting the complex and diverse needs of its constituency and does so through a number of programs and services to include case management, supervision, and programs that range from front-end prevention/diversion initiatives to specialized treatment in secure facilities and intensive aftercare supervision. These interventions are in line with the agency's mission "*protecting the public and reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*" The agency's customer base is extensive and includes the following:

1. Youth involved in the juvenile justice system and their families
2. Youth who are the focus of primary prevention initiatives
3. Victims of juvenile crime
4. Justice system stakeholders such as judges, solicitors and law enforcement personnel
5. DJJ staff
6. Public and private agency staff that provide services to children, families, and victims
7. Schools
8. Citizens of South Carolina

Key Stakeholder Groups

Cognizant of its obligation to stakeholders, the agency strives to deliver efficient, results oriented programs and services. Key stakeholders include the Governor's Office, State legislature, victims of juvenile crime and the citizens of South Carolina. As a cabinet agency, DJJ is subject to gubernatorial oversight and is committed to maintaining public trust by ensuring public safety by "*reclaiming juveniles through prevention, community programs, education, and rehabilitative services in the least restrictive environment.*"

Key Suppliers and Partners

1. State-appropriated resources from the General Assembly
2. Federal and state level resources
 - ◆ U.S. Department of Justice (JAIBG, VOITIS, and VOCA funding and technical assistance grants)

- ◆ U.S. Department of Agriculture (School Lunch/Breakfast Program)
 - ◆ U.S. Department of Education (IDEA and Perkins Act monies; Title 1 Part A & D)
 - ◆ S.C. Department of Health and Human Services (Medicaid Reimbursement)
 - ◆ S.C. Department of Education (EFA and EIA funding; 21st Century Learning Grant)
 - ◆ U.S. Department of Labor (Workforce Investment Act monies administered through the State Workforce Investment Act Board and SC Department of Commerce)
 - ◆ South Carolina Department of Public Safety
3. Specialized contractual vendors
4. Partnership with Institutions of Higher Education
- ◆ The Georgetown University Public Policy Institute's Center for Juvenile Justice Reform (CJJR) – SC is one of seven states selected to participate in an initiative to improve services, communication and outcomes for children that penetrate the juvenile justice and foster care systems and their families
 - ◆ Clemson University - Youth Learning Institute and Families for Change (Family Solutions)
 - ◆ Columbia College & Bank of America - Annual Girl's Leadership Conference
5. Partnership with public & private child serving agencies
- ◆ Department of Mental Health - Rural initiative, Multi-Systemic Therapy, Justice & Mental Health Collaborative
 - ◆ South Carolina Joint Council on Children and Adolescents
 - ◆ Adopt a Class
 - ◆ Teen After-School Centers

Operation Locations

DJJ operates at the state, regional, and local levels. While the administrative functions and most of its facilities are centralized in Columbia, DJJ oversees three regional offices and 43 county offices serving 46 counties as well as three regionally based evaluation centers and a juvenile detention center.

Administrative headquarters are located at 4900 Broad River Road in Columbia, South Carolina. The Director, Deputy Directors for Rehabilitative Services, Community Services, the Superintendent of Education, Legal Office and the Associate Deputy Directors for the Offices of Planning and Programs and Treatment and Intervention Services are all housed in the Goldsmith Building. The Deputy Director for Administrative Services is located in the Palmetto Building, and the Office of the Inspector General is located on the Willow Lane Campus.

The Division of Community Services has five state-level offices. The Offices of Community Justice and Community Alternatives are located in Columbia. The Office of Community Development is housed at Anderson County DJJ. Quality Assurance is located at Orangeburg County DJJ and Community Policy and Training is located the Costal Regional Office in Florence. This Division supports all 46 counties through 43 county offices which are managed

from three regional locations: Florence (Coastal Region), Columbia (Midlands Region) and Laurens (Piedmont Region).

The Division of Rehabilitative Services provides custodial care and supervision for all juveniles confined to the seven hardware secure facilities. Located in Columbia, the Broad River Road Complex (BRRC) is the largest facility. The Birchwood, John G. Richards, and Willow Lane campuses comprise BRRC. The four remaining facilities include three regional evaluation centers located in Union, Columbia, and Ridgeville, and the juvenile detention center which is located in Columbia.

The Division of Educational Services operates a special school district overseeing one school programs within the BRRC and the satellite education programs at the regional evaluation centers and the juvenile detention center. This Division is also charged with overseeing the educational programs of nine contracted providers that serve DJJ youth in various locations across the state.

The Division of Administrative Services supports other divisions and includes Human Resources, Fiscal Affairs, Compliance and Medicaid, Staff Development and Training, Information Technology and Support Services. These components are located at BRRC or on Shivers Road in Columbia.

The Office of Planning and Programs includes Research and Statistics, Planning and Evaluation, Project Development, Grants Development, Public Affairs, and the Community Behind the Fence and Beyond. These components are located in Columbia on Shivers Road and within BRRC in the Goldsmith and Palmetto Buildings.

The Office of the Inspector General consists of an Investigations Section, Compliance and Inspections Section, a Juvenile and Family Relations Section, and a Communications Section. These work groups are located within the BRRC in Columbia.

The Office of Treatment and Intervention Services oversees clinical services through out the agency. Social Work, Psychology, Trauma Training and Classification Services are administered out of this office. While the Director of the Office Treatment and Intervention Services is housed in the Goldsmith Building within BRRC, staff are located within the seven hardware secure facilities, Shivers Road Offices, and various county offices across the state.

The Office of Legal, Legislative and Policy Coordination is housed in Columbia. It consists of the General Counsel, Internal Release Authority, Policy Administration and Performance-based-Standards.

Total Number of Employees

Permanent Employee FTE's		Classified Employees	Unclassified Employees	Temporary Employees		Temporary Grant Employees	
State Funded	1213.160	1092.750	7.75	State Temps	51	Federally Funded	4
Federally Funded	20.8		8.8		12	Other Funded	1
Other Funded	263.15		48.2		11		
Total	1497.110	1279.75	64.75		74		5

Regulatory Environment Under which the Agency Operates

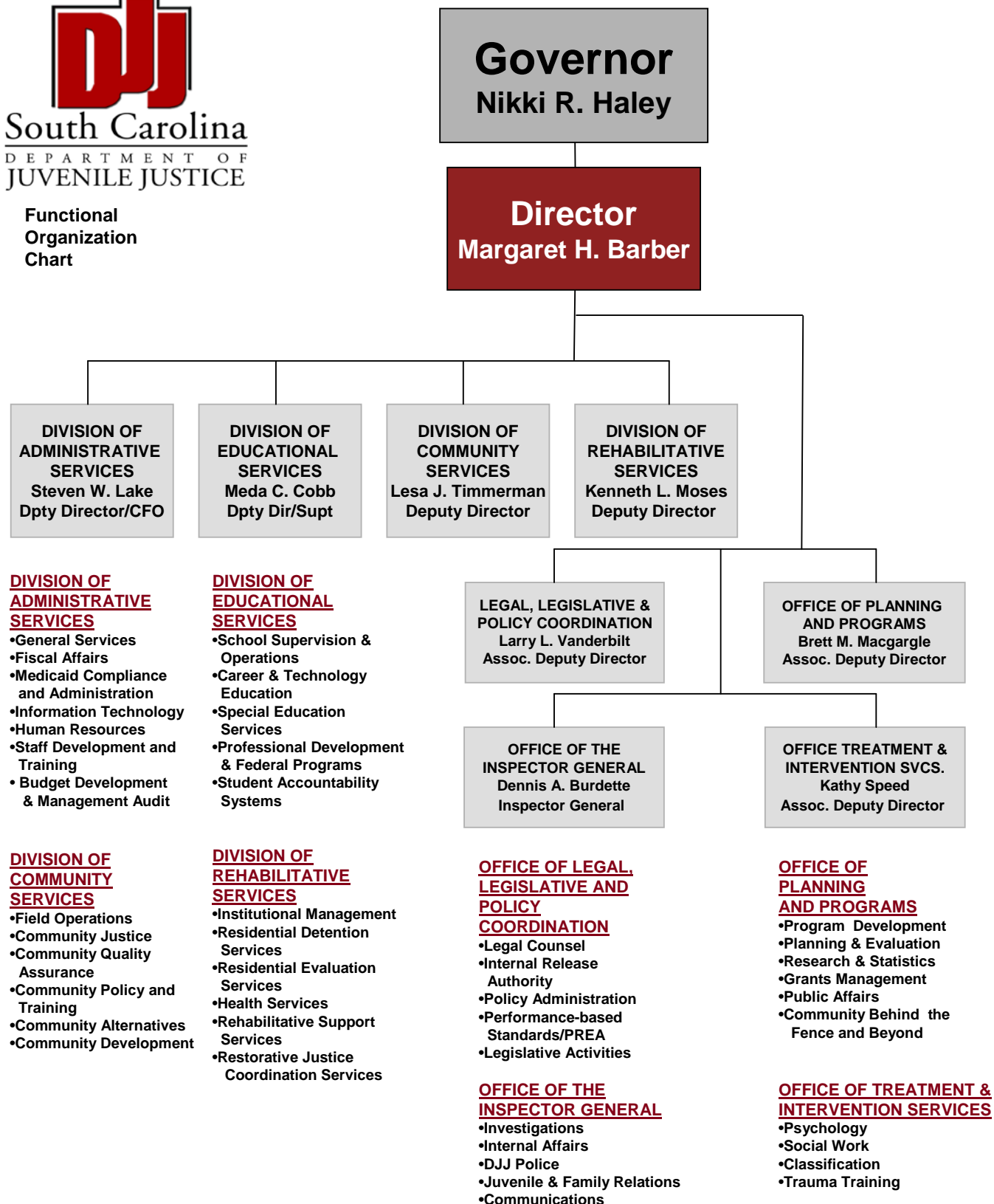
DJJ operates pursuant to state and federal law: South Carolina Children's Code and the Juvenile Justice & Delinquency Prevention Act of 1974. As a Cabinet Agency, SCDJJ reports directly to the Governor and operates under the regulations of several Constitutional Officers to include the Comptroller General (fiscal direction and accounting), Secretary of State (charitable organizations), State Treasurer (fiscal management, including receipt and disbursement of funds), and State Superintendent of Education (as a special school district). Other regulatory entities include Occupational Safety and Health Administration (OHSA), State Fire Marshall, Department of Health and Environmental Control (Food and Medical Services), South Carolina Department of Health and Human Services, Council of Juvenile Corrections Administrator's Performance based Standards (PbS), and Standards covering Prisons and Jails conducted yearly by SCDC. Fiscal responsibilities, materials management, payroll and human resources are regulated by various departments of the State Budget and Control Board, including documentation and accountability through the use of the South Carolina Enterprise Information System (SCEIS).

Performance Improvement System

DJJ utilizes the Employee Performance Management System's (EPMS) planning stage as the road map for success for employees. The agency initiated a process that aligns the key outcomes of its Strategic Plan with the EPMS planning stages for senior and frontline managers. This strategy was implemented to ensure that employees throughout the agency understood their roles in the context of agency's mission and strategic goals. Additionally, DJJ is committed to maintaining highly qualified staff. All employees receive a minimum of fifteen hours of training annually.



**Functional
Organization
Chart**



Organizational Structure

- ◆ **Division of Administrative Services** - This Division's overarching functions include general services, fiscal affairs, human resources, Medicaid compliance and administration, staff development and training, information technology and statehouse services/internal audit.
- ◆ **Division of Educational Services** - This Division operates education programs at DJJ residential facilities. The DJJ school district includes fully accredited schools within the Broad River Road Complex as well as satellite programs at the three evaluation centers, the Detention Center, and ten alternative programs and community residential placements.
- ◆ **Division of Community Services** - This Division's services include county-level case management supervision at 43 county offices, prevention and early intervention services, victim services, alternatives to commitment at residential facilities located throughout the state, and community justice services. This division also includes areas of Community Development, Quality Assurance and Community Policy Development and Training.
- ◆ **Division of Rehabilitative Services** - This Division is responsible for the custodial care of all juveniles confined to the hardware secure facilities: Broad River Road Complex, the DJJ Detention Center, Coastal Evaluation Center, Midlands Evaluation Center and the Upstate Evaluation Center. Six functional areas operate within this division: Institutional Management, Residential Detention Services, Rehabilitative Support Services, Restorative Justice Coordination Services and Health Services.
- ◆ **The Office of Planning and Programs** - This Office supports all agency divisions in six functional areas: project development, program and grants development, research and statistics, strategic planning, public affairs, and the community behind the fence and beyond. The office's mission is to plan and implement effective juvenile programs/services, provide the necessary information to manage resources effectively for quality service delivery, to oversee public affairs and to ensure consistent services.
- ◆ **The Office of Inspector General** - This Office ensures compliance with applicable state and federal laws, regulations, and policies and promotes professional accountability within the agency. Functions of the Office of Inspector General include Investigations, Communications, Compliance and Inspections, and Juvenile and Family Relations.
- ◆ **The Office of Legal, Legislative and Policy Coordination** - This Office is headed by Legal Counsel. Housed within this Office are the Internal Release Authority, Policy Administration and Performance-based-Standards and Prison Rape Elimination Act (PREA).
- ◆ **The Office of Treatment and Intervention**-This office oversees agency wide treatment services. Four functional areas are administered out of this office: Social Work, Psychology, Trauma Training and Classification Services.

Accountability Report Appropriations/Expenditures Chart

Base Budget Expenditures and Appropriations

Major Budget Categories	FY 10-11 Actual Expenditures		FY 11-12 Actual Expenditures		FY 12-13 Appropriations Act	
	Total Funds	General Funds	Total Funds	General Funds	Total Funds	General Funds
Personal Service	\$ 49,200,506	\$ 39,119,802	\$ 49,922,692	\$ 40,127,015	\$ 51,589,843	\$ 40,643,944
Other Operating	\$ 10,710,755	\$ 7,611,424	\$ 12,330,150	\$ 8,499,497	\$ 13,977,491	\$ 8,386,489
Special Items	\$ 1,954,873	\$ 1,954,873	\$ 1,954,195	\$ 1,954,195	\$ 1,977,410	\$ 1,977,410
Permanent Improvements	\$ 1,015,031	\$ -	\$ 518,080	\$ -	\$ 5,285,342	\$ 685,082
Case Services	\$ 23,405,239	\$ 21,801,549	\$ 29,190,295	\$ 23,962,468	\$ 28,669,099	\$ 21,873,654
Distributions to Subdivisions	\$ -	\$ -			\$ -	\$ -
Fringe Benefits	\$ 21,706,104	\$ 17,849,123	\$ 17,653,323	\$ 14,349,411	\$ 21,578,970	\$ 17,245,044
Non-recurring	\$ 5,593,499	\$ -	\$ 1,379,784		\$ -	\$ -
Total	\$ 113,586,007	\$ 88,336,771	\$ 112,948,519	\$ 88,892,586	\$ 123,078,155	\$ 90,811,623

Other Expenditures

Sources of Funds	FY 10-11 Actual Expenditures	FY 11-12 Actual Expenditures
Supplemental Bills	\$ -	\$ -
Capital Reserve Funds	\$ -	\$ -
Bonds	\$ -	\$ -

Major Program Areas

Program Number and Title	Major Program Area Purpose (Brief)	FY 10-11 Budget Expenditures	FY 11-12 Budget Expenditures	Key Cross References for Financial Results*
II. Administration Division	Leadership and direction for the agency and major support functions.	State: 5,947,194.00 Federal: 83,225.00 Other: 109,059.00 Total: 6,139,478.00 % of Total Budget: 5%	State: 5,674,449.00 Federal: 82,627.00 Other: 57,496.00 Total: 5,814,572.00 % of Total Budget: 5%	7.4-1 7.4-2 7.6-2
III. (A) Community Services [C] Eval. Centers (D) Detention Center (E) Res. Operations	Intake processing, supervision of probationers and parolees, assessment, residential care and pretrial detention for juvenile offenders.	State: 44,606,740.00 Federal: 5,338,722.00 Other: 9,691,905.00 Total: 59,637,367.00 % of Total Budget: 53%	State: 46,970,413.00 Federal: 247,117.00 Other: 13,591,652.00 Total: 60,809,182.00 % of Total Budget: 54%	7.1-1 7.1-2 7.1-3 7.1-9 7.5-2
III. (B) Long-term Facilities	Treatment and supervision of committed juvenile offenders.	State: 26,841,937.00 Federal: 1,260,722.00 Other: (56,995.00) Total: 28,045,664.00 % of Total Budget: 25%	State: 25,864,362.00 Federal: 1,180,880.00 Other: 359,484.00 Total: 27,404,726.00 % of Total Budget: 24%	7.1-5 7.1-6 7.1-7 7.2-1 7.5-1
III. (F) Juvenile Health and Safety	Health care for committed juveniles and others in residential programs.	State: 5,486,144.00 Federal: 0.00 Other: 972,662.00 Total: 6,458,806.00 % of Total Budget: 6%	State: 5,683,689.00 Federal: 0.00 Other: 1,037,234.00 Total: 6,720,923.00 % of Total Budget: 6%	7.1-6 7.1-8 7.6-1
III. (H) Education	School programs for committed juveniles and others in residential programs.	State: 1,449,406.00 Federal: 2,111,360.00 Other: 4,644,396.00 Total: 8,205,162.00 % of Total Budget: 7%	State: 718,424.00 Federal: 1,686,403.00 Other: 5,172,073.00 Total: 7,576,900.00 % of Total Budget: 7%	7.1-10 7.1-11 7.1-12

Below: List any programs not included above and show the remainder of expenditures by source of funds.

Parole Board, Program Analysis/Staff Development, Capital Projects, TCM, Sex Offender, Community Advocacy.

Section III – Elements of the Malcolm Baldrige Award Criteria

Category 1 – Senior Leadership, Governance, and Social Responsibility

Organizational Leadership: DJJ’s senior leadership includes the Director and the Deputy Directors for Administrative, Community, Rehabilitative and Educational Services. Other members of the Executive Management Team include the Associate Deputy Directors for Planning and Programs and Treatment and Intervention Services, the Inspector General, the Chief Legal Counsel, and the Public Affairs Director.

1. How do senior leaders set, deploy, and ensure two-way communication for:

- a. Short- and long-term organizational direction and organizational priorities?*** Senior leadership sets short and long-term direction through the agency’s mission statement and key planning processes which are revisited annually in a deliberately orchestrated, inclusive manner. DJJ operates under a multi-year strategic plan with a primary focus on reinvestment in the community through evidence based programs that are responsive to the agency’s dual mission of protecting the public and reclaiming juvenile offenders to enable them to become productive members of society.
- b. Performance expectations?*** The Director believes that excellence can be achieved only by enlisting and empowering employees at all levels of the organization. Using a cross-divisional team approach, she and her senior staff provide opportunities for employees to participate in decision making processes through carefully crafted committees and senior manager training. Fully committed to an open and publicly accountable administration the Director supports the publication of the annual report card to the citizens of South Carolina and continued participation in the Performance-based Standards Project of the Council of Juvenile Corrections Administrators. These optional initiatives are evidence of her commitment to transparency and her drive to achieve the highest standards, measure progress, be self critical, and operate in a continuous improvement mode.
- c. Organizational values?*** Senior management developed an organizational values statement that supports the accomplishment of the agency’s mission. Trust, honesty, respect, integrity, loyalty, and diversity are the adopted core values. These values are reinforced in employee orientation, leadership training, and by daily practice within the senior leadership of the agency.
- d. Ethical Behavior?*** DJJ holds its employees to the highest standards of ethical behavior. Staff members are expected to serve as positive role models for the youth under DJJ care. One of DJJ’s published organizational values, “Integrity,” calls upon all staff to behave in an ethical manner that is consistent with their beliefs and words. DJJ’s security officers embrace a code of conduct called CLASS, which stands for commitment, leadership, accountability, service and standards. DJJ also addresses the issue of a code of ethics in policy, which confirms the agency “expects its employees to be honest, to respect the dignity and individuality of human beings and to demonstrate a commitment to professional and compassionate service.” Moreover, procedural guidelines address the areas of “Relationships with Juveniles, Colleagues, other Professionals, and the Public,” and “Professional Conduct and Practices.”

2. ***How do senior leaders establish and promote a focus on customers and other stakeholders?*** Drawing from its statutory mandates and its position within the justice system and state government, DJJ defines its customer base and constituency in a highly inclusive manner. Within the Inspector General's Office the Juvenile and Family Relations Section responds to juvenile grievances and the concerns of families. DJJ also uses surveys and focus groups to assess strengths and problem areas within specific customer groupings such as staff members, parents of juveniles, victims of juvenile crime, and the juvenile offenders themselves. Annually DJJ polls victims to determine their satisfaction with information and services. Moreover, the Performance based Standards (PbS) project of the Council of Juvenile Corrections Administrators requires biannual self-report surveys of youth and staff in facilities as one measure of safety and general well being. PbS enables DJJ to compare its facilities internally and to benchmark them individually and collectively against a national average. More broadly, comprehensive assessment processes occurring at all key decision points of the juvenile justice system enable DJJ to respond effectively to the needs of the youth and families that it serves.
3. ***How does the organization address the current and potential impact on the public of its products, programs, services, facilities, and operations, including associated risks?*** The Department's senior leadership and staff are cognizant of their responsibility to promote public safety, be responsive to the victims of juvenile crime, improve the futures of the juveniles under their care or supervision, and act as good stewards of public funds. Through a comprehensive system of assessment and classification at key decision points within the juvenile justice system, the Department ensures to the best of its ability that juvenile offenders who pose a threat to the public are maintained securely and restricted from access to the community. In embracing restorative justice as its underlying principle, the agency emphasizes the accountability of individual juveniles for the impact of their crimes on victims and communities. Through its seventh year of participation in the national restorative justice report card initiative, DJJ has invited public scrutiny of the results it is achieving for crime victims, communities, and the juvenile offenders themselves. Accountability also is reflected in the agency's determination to carry out its mandate to rehabilitate juvenile offenders. DJJ endeavors to improve juvenile outcomes through education, treatment, employability skills, and decision making skills, thereby enhancing the safety of communities by returning to them youth who are capable of productive and responsible citizenship.
4. ***How do senior leaders maintain fiscal, legal, and regulatory accountability?*** Senior leaders regularly consult DJJ's legal office regarding the legal ramifications of major program initiatives and prior to taking any action or making any major decisions which could have a negative impact on the agency or the juveniles committed to its care. Such consultations have, when necessary, included seeking opinions from the South Carolina Office of the Attorney General. The legal office is located within the Director's Office, where the Chief Legal Counsel reports to the Director. Fiscal accountability is maintained through a comprehensive system of audits and internal controls. DJJ's fiscal transactions routinely are scrutinized by the State Auditor's Offices.

5. ***What performance measures do senior leaders regularly review to inform them on needed actions?*** Senior leaders regularly review key performance measures, using this information for responding to internal issues and questions from external sources such as the legislature, as well as for strategic and long term planning purposes. Population levels in facilities and placements receive daily scrutiny to determine “hot spots” for seasonal overcrowding and utilization levels in alternative programs. Risk profiling of populations in secure facilities has been an important tool in strategies to reserve DJJ’s hardware secure beds for its highest risk offenders. The success of this effort is readily apparent in the record low population levels realized in fiscal year 2011-2012 in the Broad River Road Complex of facilities. Since the conclusion of the federal lawsuit concluded in December 2003, the agency has continued its incident reporting system to ensure that incident data receive the same level of internal scrutiny and response that occurred during the lawsuit period. The Director regularly reviews the juvenile grievances, types of issues revealed in the employee grievance process, and the results of these investigations. Additional key measures that receive regular attention from the senior leadership include population projections, budget/expenditure patterns within and across divisions and offices, workload/caseload ratios, and Medicaid reimbursement trends. The Director, her senior leadership staff, and the Facility Standards workgroup also study the results from the Performance-based Standards bi-annual measurement process.
6. ***How do senior leaders use organizational performance review findings and employee feedback to improve their own leadership effectiveness, the effectiveness of management throughout the organization including the head of the organization, and the governance board/policy making body? How do their personal actions reflect a commitment to organizational values?*** In an open administration the Director has welcomed external reviews of progress by experts in the field. Within the organization the Director exemplifies a “hands-on” and “open door” approach to the communication of priorities and the investigation/resolution of issues. She sets aside opportunities to communicate directly with staff at every level and with the juveniles under agency care. Senior leadership is held to same standard of accountability. The Agency’s Executive Management Team assembles twice a month in an open meeting where the attendance of subordinate staff is encouraged. This provides a consistent forum for communicating priorities, strategizing improvement plans, monitoring progress on identified issues and assessing organizational performance across divisions in a continuous improvement mode. Agency senior managers meet quarterly to receive a briefing from the Director on the status of the agency including legislative and major policy initiatives, to receive management training, and to enjoy artistic performances by youth in custody as a visible reminder of the agency’s mission.
7. ***How do senior leaders promote and personally participate in succession planning and the development of future organizational leaders?*** Succession planning is a key strategic goal. DJJ’s workforce planning committee was reconstituted and is chaired by the Human Resources Director. Leadership cohorts are being identified and the requisite training implemented to develop the next generation of leaders.
8. ***How do senior leaders create an environment for performance improvement and the accomplishment of strategic objectives?*** In management philosophy the senior leaders of DJJ are outcome focused and operate in a continuous improvement mode. The agency has

adopted eight strategic goals that will lead to evidence based programs and practices, using internal reallocation of resources, partnerships, collaborations, and volunteerism as the primary means to achieve this end. These goals have been communicated throughout the agency in “fireside chats” conducted via videoconferencing, regularly scheduled manager meetings, new employee orientation, the employee newsletter, and in the content of the agency website. Through the normal executive and legislative processes that result in a state budget each year, organizational priorities are communicated to key external stakeholders and committees. The Director and her senior leaders take every opportunity to educate policymakers in the Executive and Legislative branches about juvenile justice needs and best practice responses.

9. ***How do senior leaders create an environment for organizational and workforce learning?***

DJJ continuously assesses new employee orientation, basic training, leadership training, other specialized training for direct service employees, and inter-agency training opportunities to develop an organizational culture that is supportive of its mission and the underlying philosophy of restorative justice. Videoconferencing technology has made it easier and more efficient than ever to reach out to employees around the state in an interactive “fireside chat” format where participants can see and ask questions of the Director and her Executive Management Team. Recently, DJJ began providing trauma training to its workforce. The training was implemented in response to the high number of justice involved youth with histories of trauma. The goal of the training is to infuse trauma informed practices throughout the DJJ system. Lastly, in collaboration with the Joint Council on Children and Adolescents, the agency has endorsed basic core competencies for all youth serving providers and is working with member agencies to develop and implement training modules on the identified competencies in an efficient cost effective manner.

10. ***How do senior leaders communicate with, engage, empower, and motivate the entire workforce throughout the organization? How do senior leaders take an active role in reward and recognition processes to reinforce high performance throughout the organization?***

The Director sets a personal example in engaging, empowering, and motivating the workforce, and in recognizing, rewarding and reinforcing excellence in employees. All employees are aware that the Director is an approachable leader who makes it a point to speak and to listen. She visits with staff on a regular basis, and makes herself available for meetings whether in a leadership or audience/participant capacity. The Director is committed to the recognition of deserving employees. Understanding the inherent limitations of a single annual “employee of the year” process, the Director instituted a monthly “Unsung Heroes” award that is presented at the Executive Management Team meeting. DJJ employees are encouraged to nominate deserving candidates in their own and other divisions of the agency.

11. ***How do senior leaders actively support and strengthen the communities in which your organization operates? Include how senior leaders determine areas of emphasis for organizational involvement and support, and how senior leaders, the workforce, and the organization contribute to improving these communities.***

The restorative justice model requires positive community involvement by juvenile offenders as a means of restoring communities that have been harmed by crime. In December 2011 DJJ embarked on the

Herculean task of constructing a house within the razor wire confines of the Broad River Road Complex. In collaboration with Habitat for Humanity and a host of community partners, DJJ youth, staff and volunteers, this “house that DJJ built” was constructed and relocated over the fence to a neighborhood in northeastern Richland County. In addition to performing thousands of hours of community service each year, DJJ youth work side by side with staff and volunteers during a special “Restoring Carolina through Youth Service” event in the fall. DJJ senior leadership recognizes that its primary role in strengthening the community is to redirect the lives of young people who come to the attention of the juvenile justice system. To that end the Director and her managers are comprehensively “rethinking” juvenile justice with a focus on community-based programs that yield better results for juveniles. Understanding the importance of ownership at the local level, DJJ actively seeks community involvement in its programs. DJJ is proud of the fact that its network of volunteers continues to thrive, now outnumbering actual agency employees. As DJJ rebuilds its network of Teen After-School Centers, juvenile employment programs, and anti-gang initiatives, collaborations with partners will play a critical role. The Director is making a particular effort to enlist the assistance of other cabinet and state agencies, including many non-traditional partners in this endeavor.

Category 2 – Strategic Planning

1. What is your strategic planning process, including key participants, and how does it address:

- a) Your organization’s strengths, weaknesses, opportunities and threats***
- b) Financial, regulatory, societal, and other potential risks, and customer preferences***
- c) Shifts in technology or the regulatory environment***
- d) Workforce capabilities and needs***
- e) Organizational continuity in emergencies***
- f) Your ability to execute the strategic plan***

The Department of Juvenile Justice’s strategic plan is an integrated document that aligns with its mission and statutory responsibilities as well as its budget request, internal budget allocation process, the Director’s performance appraisal, and the Annual Accountability Report. Strengths of this planning process include the active participation of all divisions and offices as well as the manner in which the document is constructed. The strategic plan is organized by chronological outcomes and anticipated completion dates, with each outcome being assigned to one or more divisions and/or offices. Another strong point is the agency’s ability to access tangible support from external partners such as Friends of Juvenile Justice, the DJJ-Clemson Steering Committee, the USC’s Children’s Law Center, and other state agencies such as the South Carolina Departments of Vocational Rehabilitation, Mental Health, Social Services and Commerce to accomplish goals and objectives. Each of these achievements exemplifies the agency’s ability to collaborate with external partners to achieve a common goal. Maximizing collaborations, partnerships and volunteerism system wide is one the eight strategic goals that have been identified by the new Director.

These accomplishments are evidence of steady progression toward key strategic goals. This process is driven by customer and stakeholder needs and expectation as well as fiscal implications and other considerations including human resource, operational, and contractor/partner. One of the challenges requiring attention is an aging workforce. Workforce development and succession planning are key to preventing a leadership vacuum resulting from the retirement of key senior staff.

The agency relies on the Research and Statistics Section of the Office of Planning and Programs for data collection and analysis relative to the strategic planning process. The agency's Director of Planning and Evaluation facilitates annual updates of the plan. This research work group routinely publishes longitudinal comparisons of agency populations and workloads over time and at various levels of detail (state, region, and county). Staff members also generate and update population projections, collect data and information from other states or jurisdictions for comparison purposes, and profile specific target populations for an informed program development process.

2. ***How do your strategic objectives address the strategic challenges you identified in your Executive Summary?***

DJJ is committed to achieving far reaching systematic reforms that yield positive outcomes for the youth under its jurisdiction. The Director's mission, vision and goals guide resource development and the annual reformulation of the strategic plan. Her administration has eight strategic goals which are subsumed under two Macro Strategies.

Macro Strategy One: Create a continuum of evidence-based programs and practices through SCDJJ. Goals affiliated with this macro strategy include:

- Reinvest in community services
- Restructure and improve Rehabilitative Services and DJJ Schools
- Maintain and improve essential core services across all Divisions
- Expand after-school programs, job readiness programs and victim's services
- Expand the G.R.E.A.T. anti-gang curriculum

Macro Strategy Two: Reallocate and develop resources to achieve continuous improvement in SCDJJ. Goals grouping around this macro strategy include:

- Redirect resources to the community
- Maximize collaborations, partnerships and volunteerism system-wide
- Implement succession planning

DJJ continues to prioritize programming to ensure that core mandates and key programs are maintained while seeking innovative avenues to advance key goals. By reprioritizing and streamlining programs and processes and reallocating of existing resources, the agency is making strides. Additionally, DJJ actively pursues partnerships with key stakeholders that have a shared agenda and seeks alternate funding sources such as federal grants to create, expand and sustain programming.

3. ***How do you develop and track action plans that address your key strategic objectives, and how do you allocate resources to ensure the accomplishment of your action***

plans? The Office of Planning and Programs oversees strategic planning processes. Executive and senior management review strategic plan objectives on a quarterly basis. In addition, a comprehensive review of the strategic plan is typically conducted annually to assess progress toward goal attainment and to ensure that the plan remains reflective of the agency's direction. Among the key strategic planning outcomes achieved in fiscal year 2011-2012:

- ◆ Within Administrative Services, we developed a comprehensive video conferencing network throughout all county offices and wilderness camps. The Director and the Deputy Director for Community Services continue to use this technology to conduct periodic "fireside chats" with the county offices. This innovative use of technology has increased statewide access to Executive staff while eliminating costs associated with travel.
- ◆ Within Community Services, DJJ operated a summer after-school program in Kershaw County. 101 at-risk youth participated in this program during FY10-11. Additionally, intensive supervision for high risk probationers was implemented. Approximately 1000 juvenile offenders have been served. The Division hosted the "Restoring Carolina thru Youth Services Campaign" September 8-10, 2011. 845 juvenile offenders from across the state participated in this community service project. Eleven staff were certified as instructors in the evidence-based G.R.E.A.T. anti-gang curriculum in November 2011. This curriculum was facilitated in 12 elementary and middle school in FY 11-12.
- ◆ Within Rehabilitative Services, BRRC achieved record low population levels. The census dropped below 100 for a few days during this reporting period. The seven hardware secure facilities continued participation in Performance based Standards (PbS), a continuous improvement program sponsored by the Council of Juvenile Corrections Administrators. Two DJJ facilities achieved Level Four, the highest possible rating, ranking them in the top six to 12 percent of participating facilities nationally.
- ◆ Within Education Services, DJJ youth achieved a 77% pass rate on the General Equivalency Diploma (GED), exceeding the national average of 72%. A total of 116 GEDs and three High School Diplomas were awarded in FY 11-12 as well.
- ◆ Within the Inspector Generals Office, we provide continuous agency wide gang awareness training and maintain the violent gang terrorist organization file to identify gang involved young offenders.

4. ***How do you communicate and deploy your strategic objectives, action plans, and performance measures?*** DJJ utilizes management forums, focused division/office work groups and comprehensive marketing initiatives to disseminate information regarding the strategic plan. Additionally, the Office of Planning and Programs has six platforms. Four of these platforms shape and support the strategic goals and objectives. The "research agenda" promotes data advocacy and data based decision making by steering the agency to research and measurement processes pertinent to the agency's identified needs. The "planning and evaluation agenda" focuses on planning processes to ensure that the agency remains focused on the strategic plan. The second piece of this agenda addresses program evaluation and assessment to ensure effective programming. The "programs agenda" is related to the findings derived from the research agenda. Some of the prioritized areas include skill development initiatives, family strengthening

programming, gender-responsive programming for females, the reintegration of incarcerated youth into the community, after-school initiatives, and intensive case supervision. The “grants agenda” supports agency development by securing resources for program development and expansion. Grant awards have been used in several key areas including educational services for neglected, delinquent and at risk youth, community victim services initiative, life skills and employment oriented after school programs, TASC (which is a partnership with Public Safety and State Department of Education), reintegration through intensive aftercare programs, juvenile detention alternatives initiatives and strengthening information systems and the information technology infrastructure.

5. ***How do you measure progress on your actions plans?*** Action plans are regularly monitored by the executive staff during Executive Management Team meetings. Progress reports are also provided on a quarterly basis during the Senior Managers meeting.

Strategic Planning			
Program Number and Title	Supported Agency Strategic Planning Goal/Objective	Related FY 10-11 Key Agency Action Plan/Initiative(s)	Key Cross References for Performance Measures*
I. Parole Division	Not applicable – The Parole Board is a separate agency from DJJ	Not applicable	Not applicable
II. Administration Division	<ol style="list-style-type: none"> 1. Implement succession planning 2. Maximize collaborations, partnerships & volunteerism statewide 	Through Friends of Juvenile Justice develop marketing plan to fund Hope Street, transitional housing for males and females	Graphs 7.4-1 Chart 7.3-1, 7.6-2
III. Program Services (A) Community Services	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Reinvest in Community Services 3. Redirect resources to the community 4. Expand G.R.E.A.T. Anti-gang Curriculum 5. Expand after-school and job readiness programs and victim's services 6. Maximize collaborations, partnerships & volunteerism statewide 	Develop a plan to enhance community based services focusing on innovative practices such intensive case management at intake, implementation of a 4 th generation risk assessment instrument and expansion of evidenced based programming within the community	Graphs 7.1-1, 7.1-2, 7.1-3, 7.1-4, 7.5-2

Strategic Planning Continued			
Program Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan Initiative(s)	Key Cross References for Performance Measures*
III (B) Long-term Facilities	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Restructure & improve Rehabilitative Services & the DJJ School District 3. Expand after-school and job readiness programs and victim's services 4. Maximize collaborations, partnerships & volunteerism statewide 	Develop a plan to expand evidence-base programming, implement an incentive-based behavior management program within BRRC, and reduce the use of lock ups within BRRC	Graphs 7.1-8, 7.2-1, 7.6-1 Chart 7.3-1
III (C) Evaluation Centers	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Maximize collaborations, partnerships & volunteerism statewide 	Increase the proportion of evaluations performed in the community	Graph 7.1-3, 7.1-10, 7.2-1
III (D) Detention Center	<ol style="list-style-type: none"> 1. Maintain & improve core services across all divisions 2. Maximize collaborations, partnerships & volunteerism statewide 	Continue to work with USC's Children's Law Center on non-secure and secure detention options	Graphs 7.1-7, 7.2-1
III (E) Residential Options	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Restructure and Improve Rehabilitative Services & the DJJ School District 	Develop additional high management beds for males	Graphs 7.1-5, 7.5-1
III (F) Juvenile Health and Safety	1. Maintain & improve essential core services across all divisions	Develop and implement a plan to enhance evidence based program and decrease lock up within BRRC and the hardware secure facilities as appropriate.	Graph 7.1-6, 7.1-8, Charts 7.4-2, 7.6-1
III (G) Program Analysis/ Development	<ol style="list-style-type: none"> 1. Maintain & improve essential care services across all divisions 2. Expand after-school and job readiness programs and victim's services 	Increase and improve treatment services at the BRRC across all disciplines, creating an integrated approach to competency development in juveniles	Graphs 7.1-11, 7.-12

Strategic Planning Continued			
Program Number & Title	Supported Agency Strategic Planning Goal/Objective	Key Agency Action Plan Initiative(s)	Key Cross References for Performance Measures*
III (H) Education	<ol style="list-style-type: none"> 1. Maintain & improve essential core services across all divisions 2. Expand after-school and job readiness programs and victim's services 3. Maximize collaborations, partnerships & volunteerism statewide 	Continue to establish a comprehensive work-release program for youth in the Broad River Road Complex	Graphs, 7.1-10, 7.1-11, 7.1-12

6. ***How do you evaluate and improve your strategic planning process?*** The strategic planning process at DJJ is dynamic. Goals are revisited and/or revised annually as necessary to accommodate shifts in stakeholder/customer needs as well as changes in the law or economic fluctuations that impact policy or programming. Senior managers review key performance measures for long term planning purposes. Regular scrutiny of performance indicators ensures that the agency is on target to accomplish strategic goals. An open strategic planning process allows the leadership to focus on a short list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. The Office of Planning and Programs ensures that the overall plan is reviewed on an annual basis at a minimum.
7. ***If the agency's strategic plan is available to the public through the agency's internet homepage, please provide a website address for the plan?*** The DJJ's strategic plan is not accessible via the agency's website.

Category 3 – Customer and Market Focus

1. ***How do you determine who your customers are and what their key requirements are?***
 The statutory mandates of the Department of Juvenile Justice establish its customer base. These customers include juvenile offenders and their families, victims of juvenile crime, law enforcement officers and family court judges. Other customers include ordinary people who have a stake in public safety, the citizens of South Carolina. Key customer requirements are delineated in statute and include assessment services, providing information about due process rights, case management services, supervision, and placement. The law mandates that victims of juvenile crime be given access to information regarding their cases and the ability to provide input into decisions that impact these cases. DJJ is legally mandated to make recommendations to law enforcement, solicitors, and judges as juvenile cases work their way through the system, and to perform extensive evaluations of youth when so ordered by the court. The agency must also provide secure placement services when needed or ordered by the courts. These placements range from least restrictive to secure detention and correctional facility beds. Additionally, the agency ensures public safety by identifying the highest risk youth and restricting their access to the community. Looking at longer-range public safety goals, customers expect young people involved in the juvenile justice system to

have improved their chances of a productive and crime-free future as a result of the experience. Redirecting resources to the community such as clinical supports is one of the strategies being used to improve outcomes for DJJ involved youth thereby enhancing public safety.

2. ***How do you keep your listening and learning methods current with changing customer/business needs?*** The Office of Planning and Programs is responsible for keeping abreast of the characteristics of the youth involved in the juvenile justice system and projecting future trends that impact customer requirements. Through research and technical assistance, the Office of Planning and Programs maintains updated information on “blueprint” programs to assist the Department in electing evidence-based programs for implementation in South Carolina.

DJJ is invested in hearing from customers regarding their respective needs. The long term facilities use juvenile-led councils and maintain ongoing dialogue with protection and advocacy organizations to keep abreast of customer needs. The Office of Juvenile and Family Relations oversees the grievance process that permits juveniles and families to register complaints. These complaints are investigated and responded to in a timely fashion.

More broadly, DJJ is committed to an open and public administration of the juvenile justice system. The agency publishes its Report Card annually measuring agency progress across the critical areas of protecting the public, accountability, competency development of offenders, and customer service.

In program development the agency works extensively with other organizations including members of faith based communities, youth serving agencies, institutions of higher learning, and entities such as Workforce Investment Boards. These partners provide a sounding board, offering a unique knowledge of the local customer environment that is often a key to successful implementation of youth initiatives.

3. ***How do you use information from customers/stakeholders to keep services or programs relevant and provide for continuous improvement?*** DJJ uses customer/stakeholder information for continuous improvement of current programs and services. The Juvenile and Family Relations staff routinely receive feedback in response to proposed programs and practices. The leadership of the agency regularly reviews the results of investigations by this branch of the Inspector General’s Office into grievances and complaints of juveniles and their parents for appropriate remedial action.

In 2011, the agency published its eighth user-friendly Report Card measuring agency performance across the critical areas of protecting the public, accountability, competency development of offenders, and customer service. This Report Card is accessible via the agency’s website.

Another excellent source of feedback is the climate survey component of the Performance based Standards Project (PbS) wherein both the staff and residents of facilities respond to questions about their personal safety and general well being. These results form the basis for

corrective action plans, the success of which is gauged in subsequent measurement periods. Some of the PbS results are captured in Category Seven of this document.

4. ***How do you measure customer/stakeholder satisfaction?*** Customer/stakeholder satisfaction is measured through a number of methods. Juvenile and Family Relations staff members are in daily contact with customers. They advocate on behalf of juveniles and families by investigating/addressing grievances, concerns and questions and inviting family involvement in the rehabilitative process. Juvenile and Family Relations staff also submit quarterly reports on trends in grievances to DJJ's Facilities Standards Work Group. DJJ also uses survey methodology to gauge the satisfaction of various customer segments with its services. A crime victim's survey is administered annually to assess the degree to which this customer group is satisfied with the services rendered.
5. ***How do you build positive relationships with customers and stakeholders? Indicate any key distinctions between different customer and stakeholder groups.*** DJJ is responsive to the needs of stakeholders and customers. Key stakeholders are invited to participate in juvenile justice forums and meetings. DJJ staff serve on multiple interagency committees and collaborate with stakeholder and customers around shared agenda initiatives. The agency sponsors conferences to apprise interested parties on best practice interventions for at risk and DJJ involved youth and to educate participants on juvenile justice trends. Using written and face to face communication, the agency collaborates with law enforcement, family court judges, solicitors and their associations, as well as the Executive and Legislative branches of state government in developing key policy initiatives. Positive relationships with customers who receive direct services from DJJ such as juveniles, their families, and victims of juvenile crime, are maintained by implementing processes that ensure that the needs of each group are met.

Category 4 – Measurement, Analysis, and Knowledge Management

1. ***How do you decide which operations, processes, and systems to measure for tracking financial and operational performance, including progress relative to strategic objectives and action plans?*** Measurement decisions relative to operations, processes, and systems are driven by legislative mandates and the need to evaluate the agency's performance in mission-critical areas. This requires the development of baseline information and sustained, consistent longitudinal data collection processes to measure progress and identify areas requiring attention or remediation. Measurement priorities take into account a number of factors including the expressed interests of stakeholders, national research agendas in the field of juvenile justice, internal needs for data analysis to support resource development, program initiatives, management decisions, the reporting and auditing requirements of funding sources, and, on occasion, participation as a national evaluation site for a particular program area. Priorities also derive from the Department's participation in the Performance-based Standards project of the National Council of Juvenile Corrections Administrators, which requires a standardized bi-annual measurement process across seven key areas relating to the operation of facilities: Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration.

2. ***How do you select, collect, align, and integrate data/information for analysis to provide effective support for decision-making and innovation throughout your organization?***

Promoting data based decision making as a routine management practice throughout the agency is the responsibility of the Office of Planning and Programs. Within this office the Research and Statistics Section serves as a clearinghouse for information requests of all types to assure timely, accurate, and consistent responses and to structure the analysis of complex issues. Staff members publish statistical reports containing statewide, regional, and county-level data. Annually this Office provides updated population projections for the agency's residential programs to the Director and is responsible for statistical input into problem statements that support the development of programs and grant applications. The section also offers assistance to agency divisions in specific areas such as staffing analysis, caseload analysis, fiscal impact assessment, and population profiling as well as in the development of databases/tracking systems to support program management, program evaluation, and the measurement of performance. Research and Statistics staff members frequently support or "staff" working committees within and external to the agency to provide basic data for analysis and decision-making.

Regular statistical reporting on the volume, characteristics, and dynamics of the juvenile offender populations served by DJJ is a primary means of empowering managers and external stakeholders with information to guide decision-making processes. More broadly, the analysis of trends over time and the use of projective techniques are key factors in shaping the policy direction for juvenile justice in South Carolina. DJJ also has established a research agenda to prioritize areas of study that will yield the most significant and compelling information relative to services, programs, and policy issues. A prominent research agenda item is an exploration of the causative factors that have resulted in African-American overrepresentation in the juvenile justice system, including the role of school based offenses such as disturbing schools as gateway offenses for minorities entering the juvenile justice system. DJJ has actively pursued research partnerships with major universities including the negotiation of a formal MOU with Clemson University. DJJ also partners with the state Data Warehouse, the National Center of Juvenile Justice to extend the research arm of the agency and bring special expertise to bear on critical areas of interest.

3. ***What are your key measures, how do you review them, and how do you keep them current with organizational service needs and directions?*** The measures listed below in three categories (Workload, Outcome, and Efficiency) are among the chief annually repetitive measures that DJJ uses for short and long-term planning, and for public information purposes. Many of these measures derive from DJJ's internet-based Juvenile Justice Management System, which is populated daily and facilities and local offices around the state.

Type Of Measure	Measures
Workload	<ol style="list-style-type: none"> 1) Juvenile cases processed through Family Court intake 2) Juvenile probation/aftercare caseloads 3) Intensive supervision caseloads 4) Juvenile probation/aftercare worker/client caseload ratio 5) Intensive supervision officer/client caseload ratio 6) Annual admissions to facilities and alternative placements 7) Average populations in residential programs
Outcome	<ol style="list-style-type: none"> 1) Ratio of juveniles completing probation/parole requirements to those committed for technical violations in an annual period 2) Intake recidivism, defined as the percentage of DJJ intakes who have at least one prior court referral for delinquency 3) Parole recidivism, defined as the percentage of juveniles released from commitment facilities who had a new adjudication or conviction within 12 months 4) Recidivism of juveniles while under DJJ supervision.
Efficiency	<ol style="list-style-type: none"> 1) Average daily cost of care for youth in DJJ and contractual beds, as well as average daily cost for intensive supervision 2) Medicaid reimbursements taken in as an offset of state costs 3) Evaluations performed in the community as a percentage of all court-ordered evaluations 4) Dollars saved through partnerships, privatization, and volunteerism 5) Capacity versus average daily population in DJJ and contractual beds

4. ***How do you select and use key comparative data and information to support operational and strategic decision making and innovation?*** DJJ relies on relationships with entities that analyze and compile national data such as the National Center for Juvenile Justice, the federal Office of Juvenile Justice and Delinquency Prevention, the federal Bureau of Justice Statistics, and the United States Bureau of the Census. DJJ also employs best-practice research and analysis and technical assistance from nationally recognized experts to keep abreast of national trends in comparison to South Carolina. Depending on the nature of the inquiry, many factors govern the selection and use of comparative data. DJJ may compare itself to other juvenile justice agencies in the southeastern region, where certain socio-demographic and other population characteristics are similar. When the focus of the query is organizational structure, analysts seek out states where the juvenile justice system is administered in a similar fashion to South Carolina. Another criterion involves the identification of states that have the same age of majority as South Carolina. For benchmarking purposes, states/jurisdictions may be identified based on the existence of best-practice programs (Missouri and Kentucky for example). Valid comparisons, however, are limited by the relatively unique scope of South Carolina's juvenile justice system in its state-level oversight of both correctional facilities and community based services, which more typically are administered at the county level. The Performance Based Standards (PbS) project enables benchmarking of DJJ facilities against a national average, but no comparable set of standards exists for community-level services other than aftercare (parole).
5. ***How do you ensure data integrity, reliability, timeliness, accuracy, security, and availability for decision-making?*** DJJ has instituted a standing User Committee to provide continuous oversight for further development of its internet-based Juvenile Justice Management Information System (JJMS) in a full case management system. The committee includes representatives from Information Resource Management, Research and Statistics,

and a wide variety of users and program managers. This group has played a key role in prioritizing concerns to be addressed relative to integrity, accuracy, security and the need for mission critical data reports. Based on Committee input, key exception reports have been developed for users to improve the accuracy and completeness of JJMS. The committee also is establishing a system by which JJMS can be audited for accuracy and timeliness of data entry. DJJ's data quality also continues to benefit from the oversight of several external sources that routinely receive extracts from JJMS including the state Data Warehouse, the state Kids Count project, and the National Center for Juvenile Justice. Moreover, DJJ depends upon customized in-house Access databases to track in detail key programs, operations, and functions that are not currently within the scope of JJMS. These databases routinely include exception reports that users run to pinpoint omissions and inaccuracies in their work.

6. ***How do you translate organizational performance review findings into priorities for continuous improvement?*** The agency's Executive Management Team (EMT) selects managers at both the frontline and senior management levels to lead innovative process improvement initiatives in support of identified performance challenges. An ongoing initiative for detention reform is addressing the detention of low risk and status offenders, and disproportionate minority confinement in detention centers. EMT in partnership with the University of South Carolina's Children's Law Center has implemented detention reform initiatives in several counties in the past. At the facility level, DJJ's participation in the Performance-based Standards (PbS) project entails a bi-annual data collection process across seven key areas of operation. Data collected each April and October allows comparisons of performance among DJJ's facilities and to a national average. Weaknesses are then addressed in written improvement plans, to be measured again in six months. Using a structured measurement and response process, PbS has become a powerful tool for continuous improvement in the state's juvenile correctional facilities.
7. ***How do you collect, transfer, and maintain organizational and workforce knowledge (knowledge assets)? How do you identify, share and implement best practices?*** DJJ recognizes that the collection, transfer, and maintenance of accumulated employee knowledge are extremely important dimensions of workforce readiness and agency planning. To that end, DJJ's Workforce Planning Committee was reactivated to establish career paths within the agency, assess/revamp leadership development programs, and improve the training of line staff. The Workforce Planning Committee has identified new leadership cohorts for specialized training. Moreover, agency managers identified key personnel who retain a great deal of institutional knowledge to develop "Continuity Books" as guides for their successors. The Office of Planning and Programs, through its own research capacity and by obtaining expert technical assistance in key areas of juvenile justice program development, assumes primary responsibility within the agency for ensuring that program development is in line with evidence-based and standards. Historically, DJJ has traveled to other states/jurisdictions, and received visitors from out of state, to share expertise in the areas of Performance-based Standards, development of a juvenile justice Report Card, transition programming for girls, and intensive supervision for juveniles re-entering the community.

Category 5 – Workforce Focus

1. ***How does management organize and measure work to enable your workforce to: 1) develop to their full potential, aligned with the organization's objectives, strategies, and action plans; and 2) promote cooperation, initiative, empowerment, teamwork, innovation, and your organizational culture?*** DJJ implemented the innovative Working Together as ONE (Orientation of New Employees) training program in 2006. This process provides a forum for new hires to interact with seasoned staff promoting agency wide teamwork. Since its inception, **2,460** staff have participated. During FY 11-12, 181 employees completed this orientation process. Senior leaders continue to provide opportunities for staff growth and development through a series of Director's committees. These work groups enable staff to participate in discussions regarding important issues that impact agency operations as well as providing opportunities for cross-divisional communication, learning, and leadership development. DJJ's Broad River Road Complex (BRRC) Management Team continues to function in a cross-divisional manner and addresses management issues that affect the youth at long-term facilities. The agency's Treatment Council utilizes input from various sectors of the agency to identify gaps in service delivery and to integrate treatment services for youth. In January 2012, the agency began implementing trauma training across all divisions. This proactive step was taken due to the high number of justice involved youth with histories of trauma and was intended to ensure that universal precautions are used through out DJJ to minimize the impact of past trauma and to prevent recurrence of trauma. Introductory trauma training has been incorporated in the New Employee Orientation while the full training will continue to be offered on an annual basis to all JCO and community staff.
2. ***How do you achieve effective communication and knowledge/skill/best practice sharing across department, jobs and locations? Give examples.*** The agency employs a variety of methods to ensure and enhance effective communication across all divisions. Senior and frontline managers share information in a number of formats to include one-on-one and group meetings. DJJ advances cross divisional communication by utilizing committees with cross section participation such as the Senior Managers quarterly meeting and the Facility Management Work Group. Additionally, video conferencing technology has provided an efficient cost effective mechanism to communicate and disseminate information across the entire DJJ system. The Director and Deputy Director of Community Services use this system to engage in interactive "county chats" with off site employees. This effective communication tool permits employees and executive staff to see and directly dialogue with each other. The agency continually assesses employee training and continuing education processes to ensure that employees are provided the requisite knowledge and skills to perform their job duties. The agency's annual in-service requirement minimum of 15 hours is an indicator of DJJ's commitment to staff development. Certain job classification training requirements exceed the agency minimum. Juvenile Correctional Officers are required to obtain 31 hours of training annually. Moreover, the Office of Staff Development and Training offers an internal e-learning component that offers nine courses. This system had 1073 user/hits in FY 11-12. DJJ collaborates with external entities to ensure access to best practice and skill enhancement opportunities. Membership in the Joint Council on Children and Adolescents' interagency training collaborative enables DJJ staff to receive training from

other member agencies at no cost. The implementation of SCEIS also brought various training requirements for all staff, both classroom and online.

3. ***How does management recruit, hire, place and retain new employees? Describe any barriers that you may encounter.*** DJJ utilizes a variety of methods to recruit new employees. The State of South Carolina's web based e-recruitment system continues to provide a large number of qualified applicants to the Department. DJJ continues to see a significant increase in the number of applicants since the implementation of the e-recruitment system. The agency continues to look at ways to expand career progression efforts for job classifications by implementing career step increases. To date, we have developed career step increases for our Juvenile Correctional Officers and Community Specialists. However, DJJ probation officers continue to be paid less than officers employed by the Department of Probation, Pardon and Parole.
4. ***How do you assess your workforce capability and capacity needs, including skills, competencies and staffing levels?*** SCDJJ has convened a strong and representative team of senior and mid level managers to serve on its reactivated Workforce Planning Committee. Within DJJ workforce planning is a day to day operation and an annual review process for the purpose of constructing a road map for the future in the key area of human resource management. The Committee has representatives from the various divisions and offices and is chaired by the Human Resources Director. A primary concern for Human Resources (HR) is succession planning. As of July 2011, 35% of the workforce was within five years of retirement eligibility. To ensure viability and continuity of the agency, the HR director analyzed relevant data to identify critical positions. Additionally, the workforce and succession planning approaches of two Cabinet agencies were explored. Attrition and retirement data from SCEIS was disseminated among the Workforce Planning Committee. Using a standardized format with common criteria, committee members were tasked with conducting an independent review to identify critical positions within their respective areas. This two-pronged, data driven approach will be used to develop a sound succession planning document early in the next fiscal year.
5. ***How does your workforce performance management system, including feedback to and from individual members of the workforce, support high performance work and contribute to the achievement of your action plan?*** DJJ has initiated processes to align the key outcomes of its Strategic Plan with the Employee Performance Management System planning stages for senior and frontline managers. This strategy ensures that employees, throughout the agency, understand their roles in the context of DJJ's mission and strategic goals. We continue to have low rates of overdue EPMS evaluations as shown below. As an additional tool, we continue to provide EMT members with a monthly report of overdue reviews. EPMS can be a succession-planning tool. Adequate feedback allows an employee to assess his/her strengths and weaknesses and then use that information to prepare for promotional opportunities.

FY 11-12	23%
FY 10-11	29.9%
FY 09-10:	21%

FY 08-09:	20%
FY 07-08:	17%
FY 06-07:	25%
FY 05-06:	27%
FY 04-05:	35%
FY 03-04:	56%
FY 02-03:	59%

6. ***How does your development and learning system for leaders address the following: a. development of personal leadership attributes b. development of organizational knowledge c. ethical practices d. your core competencies, strategic challenges, and accomplishment of action plans.*** DJJ is committed to ensuring the availability of qualified, competent staff prepared to assume key leadership positions made vacant by retirement and attrition. To prepare for this inevitability, two leadership development cohorts were established. Participants undergo a rigorous leadership program that includes a mentorship, job shadowing, and special project component. Additionally, the Office of Staff Development and Training implemented a 10 course Leadership Development Certificate Program designed to prepare participants for leadership/promotional opportunities. This 57 hour program includes Diversity Awareness for Supervisors, Problem Solving for Individuals & Teams, Developing Team Performance and Leadership Practices. Organizational knowledge as well as the agency's mission and values are incorporated within the various components of the Leadership Development Curriculum. Ethical standards are mandated and imperative particularly for child serving agencies. DJJ staff are expected to serve as positive role models for the youth under the agency's care. These principles are modeled by agency leadership and incorporated into all of the agency's employee orientation and leadership training.
7. ***How do you identify and address key developmental training needs for your workforce, including job skills training, performance excellence training, diversity training, management/leadership development, new employee orientation, and safety training?*** DJJ implemented a workforce planning group with representatives from all divisions of the agency. The purpose of this group was to ensure orderly succession planning in preparation for a high rate of management turnover due to retirement. Several years ago the agency designated two leadership cohorts. Many of the participants were subsequently promoted. Staff Development and Training, in conjunction with the Office of Human Resources, offers a mandatory three-day block of training for new supervisors on a quarterly basis. This training provides an overview of administrative policies, deals with the management of employees who present discipline and performance challenges, and includes frontline leadership skills to further develop supervisors into managers for the Department. Training critiques by participants have been positive. Thirty-five employees completed this training in FY 11-12. A centerpiece of staff development and training is the package offered to newly hired juvenile correctional officers. Since 2003, Staff Development and Training has conducted monthly basic training surveys to provide objective and constructive feedback on the effectiveness and overall quality of the basic training program. Staff Development and Training successfully attained accreditation through the New York based Excelsior College.

This accreditation will allow agency personnel who complete the key training tracks to receive up to 19 credit hours towards an associate or bachelors degree.

8. ***How do you encourage on the job use of new knowledge and skills?*** DJJ is committed to the professional development of staff. All employees are required to receive a minimum of 15 hours of training annually. All agency led training contains an evaluation component to ensure that the curriculum is skill enhancing and/or relevant. Newly acquired knowledge and skills are expected to impact job performance and ultimately result in improved programs and services for the youth in our care.
9. ***How does employee training contribute to the achievement of your action plans?***
The Office of Staff Development and Training, in conjunction with the Workforce Planning Group, works supportively to promote, secure and provide training that is relevant to staff and agency needs. Committee membership is broad based and has representatives in key positions that are knowledgeable about agency plans and initiatives. These groups compare agency long term goals and objectives with existing staffing patterns and skill sets. Strategies are developed and implemented to address employee skill gaps and enhance employee performance.
10. ***How do you evaluate the effectiveness of your workforce and leader training and development systems?*** The Office of Staff Development and Training analyzes participant feedback on all training programs. Curriculums are modified, as appropriate, based on participant feedback.
11. ***How do you motivate your workforce to develop and utilize their full potential?*** The Director has an open door policy. She and members of the Executive Management Team sponsor receptions that provide opportunities for interaction with employees. Employee satisfaction and wellness are important to the administration. The agency provides a Wellness Center in the Midlands for staff. In addition to physical fitness opportunities, the Center sponsors health fairs and blood drives at no cost to employees. DJJ utilizes a variety of platforms to acknowledge employee excellence and express appreciation for employee commitment and hard work. The agency hosts formal employee recognition ceremonies annually that acknowledge individuals and work groups. Additionally, specific disciplines are acknowledged during designated time periods such as JCO/Police Officers Recognition Week, Social Workers Recognition Month, Teachers Appreciation Week, Nurses Appreciation Week, a Performance-based Standards Awards Event, Administrative Professionals Appreciation and Training Day as well as the Unsung Hero recognition. In addition to the wide range of opportunities for employee growth offered by the Office of Staff, Development and Training, the agency participates in the Budget and Control Board's Certified Public Manager Program.
12. ***What formal and/or informal assessment methods and measures do you use to obtain information on workforce well being, satisfaction, and motivation? How do you use other measures such as employee retention and grievances? How do you use this information?***
The Executive Management Team utilizes the EPMS process to evaluate senior and front line manager's ability to develop and motivate subordinates. Managers are encouraged to include

projects and assignments related to agency strategic goals into employee planning stages. Moreover, DJJ promotes a positive work environment by referring employees requiring specialized assistance to the Department of Vocational Rehabilitation's Job Retention Services. An excellent source of feedback is the climate survey component of the Performance based Standards Project, wherein facility staff and residents respond to questions related to personal safety and general well being. Additionally, employees leaving the agency are given an opportunity to complete an exit interview form or speak with Human Resources staff. This is yet another method that the agency employs to measure employee satisfaction. Staff and community advisory councils also provide indices of employee wellbeing, satisfaction, and motivation. Furthermore, human resources staff is attentive and maintains confidentiality regarding complaints received by the Employee Relations Office.

FY 11-12	JCOs 17%	Agency-Wide 20%
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Turnover Rates for JCOs and Agency-Wide

FY 11-12	JCOs 17%	Agency-wide 20%
FY 10-11	JCOs 32%	Agency-wide 15%
FY 09-10	JCOs 29%	Agency-wide 11%
FY 08-09	JCOs 25%	Agency-wide 26%
FY 07-08	JCOs 33%	Agency-wide 21%
FY 06-07	JCOs 45%	Agency-wide 21%
FY 05-06	JCOs 56%	Agency-wide 22%
FY 04-05	JCOs 52%	Agency-wide 27%

- 13. How do you manage effective career progression and effective succession planning for your entire workforce throughout the organization?** DJJ is invested in developing future leaders. A Workforce Development Group was established several years ago to examine and find workforce solutions such as career progression and succession planning. This group was placed on hiatus for several years due to the economic down turn. Fortunately, this critical body has been reactivated. Much work is being done in the area of workforce planning. Strategies have been implemented to include succession planning and career development. Moreover, succession planning is among the Director's eight strategic goals. The Leadership Development Certificate Program is one of the strategies that is being used to develop future agency leaders.
- 14. How do you maintain a safe, secure, and healthy work environment?** DJJ has a comprehensive safety network. The Office of the Inspector General conducts fire, life and safety inspections, and the agency has developed a health and wellness program for employees. An occupational health nurse maintains employees' environmental health records and offers annual influenza shots to employees. Additionally, in coordination with the Public Affairs Office, the nurse sponsors a variety of staff health initiatives such as an annual health fair.

DJJ is a part of the Governor's preparedness initiative. The agency addresses emergency preparedness both in policy and in a written plan that covers a range of emergency situations such as flooding, hurricanes, tornadoes, bomb threats, and suspicious mail. The agency has put together a specialized planning team to address the preparations needed in the event of an H1N1 Swine flu pandemic under the direction of the Inspector General and Director of Health Services. Emergency response is administered through the Inspector General's Office, working with an inter-divisional emergency control team.

Category 6 – Process Management

1. ***How do you determine, and what are your organizations core competencies, and how do they relate to your mission, competitive environment, and action plan?***-DJJ's key competencies are predicated on statute and include programs and services provided by agency staff in the community, rehabilitative and educational divisions. Specific competencies include community-based services such as case management, intake and probation/parole supervision as well as institutional services that include secure confinement and services to incarcerated juveniles.
2. ***How do you determine and what are your key work processes that produce, create or add value for your customers and your organization and how do they relate to your core competencies? How do you ensure these processes are used?*** DJJ's work processes align with the agency's mission which is protecting the public and reclaiming juveniles through prevention, community based programs, education, and rehabilitative services in the least restrictive environment. Key work processes encompass the case management and rehabilitative services provided in support of the Juvenile Justice System. The agency endeavors to administer these services with equity, efficiency, and effectiveness. A sound juvenile justice system impacts the future well being of each generation of at risk youth and the safety of all of South Carolina's citizens.
3. ***How do you incorporate organizational knowledge, new technology, changing customer and mission-related requirements, cost controls, and other efficiency and effectiveness factors in process design and delivery?*** Inclusive strategic planning processes enable the agency leadership to focus on a list of high-impact, reachable goals while maintaining the perspective of a longer-range blueprint for change. Strategic planning is a dynamic process, the goals of which are revisited and adjusted at least annually to accommodate changes in mission, customer needs, laws, regulations, or other aspects of the state's socioeconomic environment. An example is the statewide installation of the videoconferencing system. This technological advancement has improved communication and enabled the agency to better serve juveniles and their families while providing a valuable resource for agency staff. The Department regularly engages expert technical assistance and performs best practice research and analysis for guidance in developing and improving programs/services. DJJ, as a member of the SC Joint Council on Children and Adolescents, participates in an interagency workforce development collaborative. This partnership enables members to share training resources which leads to a reduction in training costs.

4. ***How does your day-to-day operation of these processes ensure meeting key performance requirements?*** Regular scrutiny of performance indicators is a key to meeting performance requirements. In juvenile justice systems, creating safe and secure environments is essential to the rehabilitative process. Senior leaders and operations staff closely monitor the following production/delivery processes to plan proactively, make adjustments, or take immediate corrective action when indicated:
- ◆ Rates of facility assaults, fights, horseplay incidents, and injuries to youth
 - ◆ Facility and community program utilization particularly relative to bed space and capacity
 - ◆ Workload and caseload activity within the Community Services Division
 - ◆ Results of grievance investigations
 - ◆ Allegations of abuse and neglect and the results of the investigative process
 - ◆ Performance-based Standards measurement results and corrective action plans
5. ***How do you systematically evaluate and improve your key product and service related work processes?*** DJJ enters into informal and formal contractual arrangements and memoranda of understanding with a wide variety of entities ranging from private non-profit organizations and members of the faith community to institutions of higher education, sister state agencies, and private providers of specialized residential/treatment services. The negotiation of formal agreements is a carefully managed process to ensure clarity in the nature of the relationship and expectations for performance and outcomes. All such agreements undergo a comprehensive review for programmatic, fiscal and legal integrity before final signature. DJJ uses a number of approaches to support its interactions with contractors and partners once agreements are in place. Since the formal agreements are time bound, there are regular opportunities to revisit, revise, or terminate the arrangement based on performance or changing needs.
- DJJ is attentive to the need for monitoring and support of its contracts and partnerships once the particulars have been negotiated. The Agency's innovative partnership with Clemson University includes an oversight committee with representation from both entities that meets regularly to review the progress of related projects and initiatives. Another way that the agency supports its contractual relationships with program providers is through the development of databases and other technical assistance, to ensure that reliable information is available for tracking, analysis, and evaluation purposes.
6. ***What are your key support processes, and how do you evaluate, improve and update these processes to achieve better performance?*** Organizational support components bring together employees and administrators with many years of professional experience in fiscal, human resource, physical plant, and information technology management. Moreover, the Office of Planning and Programs has helped align the agency's programs and services with mission and national best practice models. Planning and Programs also promotes data-based decision-making for continuous improvement, resource development through its grants agenda, and focused planning to ensure agency growth in a positive direction.

The agency has assigned committees to study issues and make recommendations, employed survey methods, and committed its facilities to the Performance based Standards project to achieve better performance. The Director uses working committees to improve specific areas that affect multiple divisions within the agency.

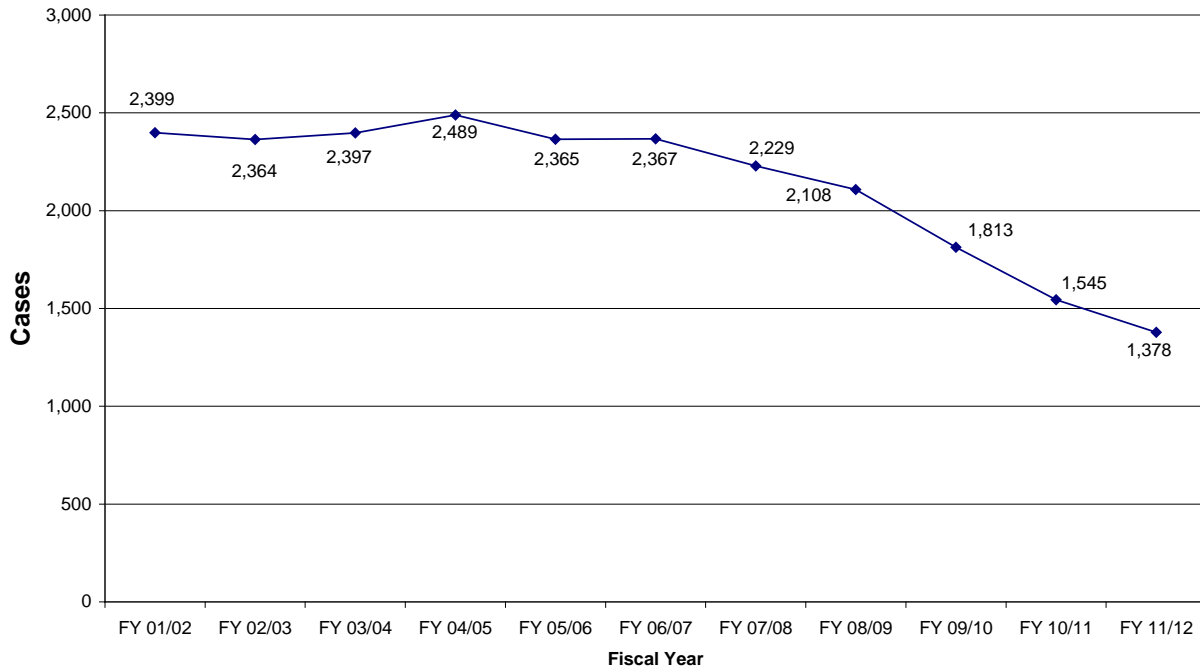
7. ***How does your organization determine the resources needed to meet current and projected budget and financial obligations?*** The agency's Strategic Plan drives the budget process. Executive managers prepare and submit budget requests to the Director and the Deputy for Administrative Services. Requests are approved based on agency priorities and available resources. DJJ is committed to the most efficient use of resources and systematically examines its internal processes, needs and resources to determine the most effective use of resources. This process has led to the redistribution of existing resources to better meet agency objectives. We are cognizant of our responsibility to our stakeholders and strive to be good stewards of tax payer dollars. Solid budget and planning processes are used to ensure the availability of resources to carry out mandated functions and accomplish strategic plan initiatives.

Category 7 – Results

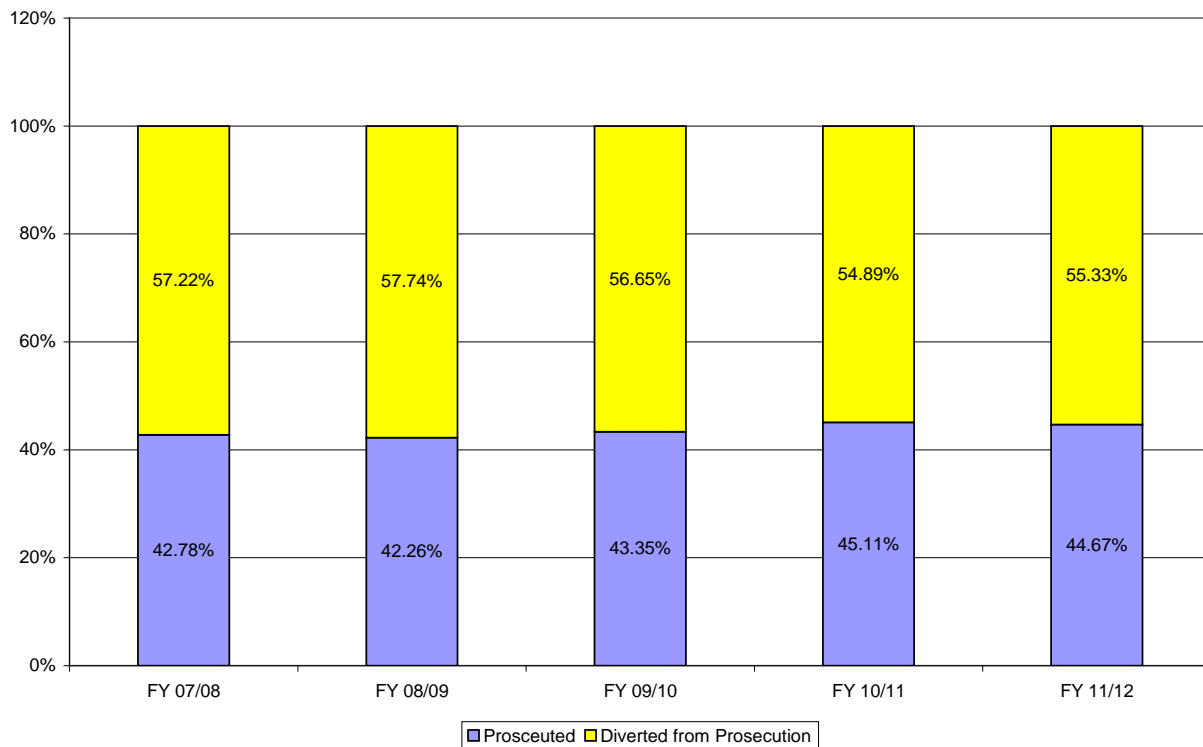
1. ***What are your performance levels and trends for the key measures of mission accomplishment/product and service performance that are important to your customers? How do your results compare to comparable organizations?***

One of DJJ's key strategic goals is to reinvest in the community as a means of preventing delinquency and improving the outcomes of youth under agency supervision, thereby decreasing the impact of juvenile crime. This goal speaks to long-term cost avoidance in reclaiming at risk and delinquent youth as productive members of society.

Graph 7.1-1, below, indicates that since FY 04-05 violent and serious juvenile crime has declined 45 percent, a very positive indicator from the standpoint of public safety.

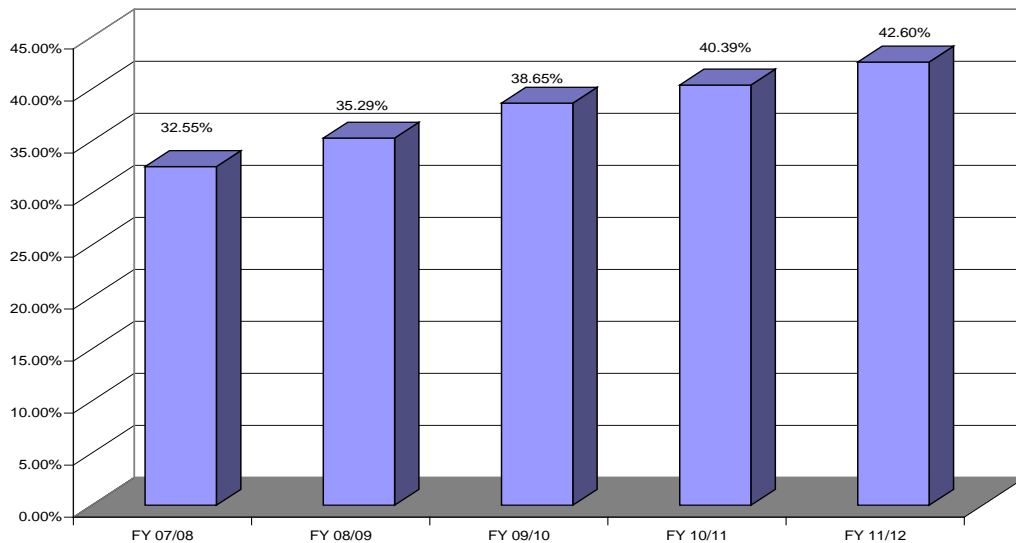
Graph 7.1-1**Violent and Serious Juvenile Cases
Longitudinal Comparison**

At the family court referral stage appropriate delinquency cases are diverted from prosecution. Diversion is achieved through Juvenile Arbitration, an accountability-based restorative justice program operated through the solicitor's office, and through the use of behavioral contracts, pretrial intervention programs, or other local options. Typically, diversion programs target first time non-violent juvenile offenders. Solicitors also may elect to dismiss or not prosecute, thus diverting the case out of the juvenile justice system. The diversion of cases helps to ease backlogs on family court dockets, reduce juvenile probation caseloads, and maintain appropriate population levels in DJJ facilities. The chart below depicts five-year trends in the intake processing of delinquency cases, documenting that diversion rates are being maintained at a healthy level of over 50 percent for South Carolina's juvenile justice system.

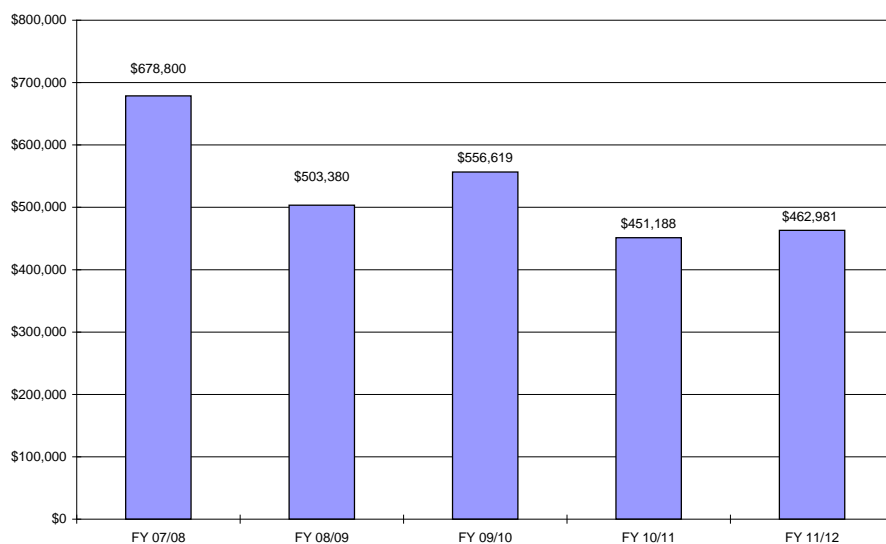
Graph 7.1-2**Solicitor Actions to Prosecute Versus Divert Juvenile Cases**

A strategic goal of DJJ is to redirect resources to the community that will enable more evaluations to be performed locally rather than in secure custody settings. Community evaluations are less costly, are a Medicaid billable service, and are believed to provide superior information back to the court because there is more ready access to information from parents, the school district, and local agencies that may be involved with the child and/or family. Moreover, a recent independent study revealed that juveniles offenders evaluated in the community had a 33% percent lower re-arrest rate than comparable offenders evaluated in a secure custody setting.

As presented in Graph 7.1-3, below, almost 43 percent of predispositionl evaluations were in fact performed in the community in FY 11-12. This percentage has increased each of the last five years.

Graph 7.1-3**Percentage of Evaluations Performed in the Community**

An essential principle of restorative justice is holding juveniles accountable for the harm inflicted on victims through monetary restitution. In FY 11-12 juvenile offenders were ordered to pay \$462,981 in restitution to victims by the family courts and the Juvenile Parole Board.

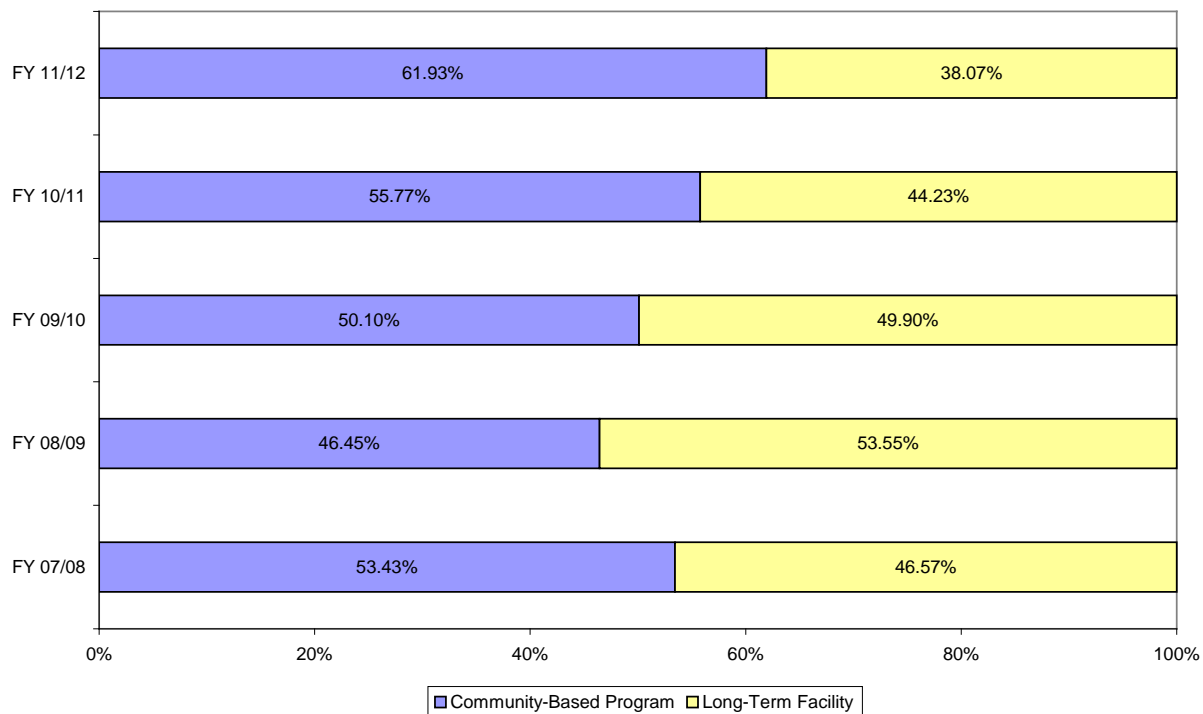
Graph 7.1-4**Restitution Ordered by the Family Court**

DJJ's strategic goal of improving Rehabilitative Services and the DJJ School District is based in part upon controlling population levels in secure facilities to avoid overcrowding. To accomplish this the agency uses alternative community-based programs for appropriate committed offenders,

and endeavors through intensive supervision in the community to prevent commitment/recommitment to custody. Graph 7.1-5 indicates that community-based placements have rebounded, now accounting for more than 60 percent of all juveniles placed following commitment to DJJ in 2011-2012. Careful management and full utilization of alternative beds in appropriate cases is a major reason why population levels in the BRRC achieved unprecedented lows this year.

Graph 7.1-5

Placement of Juveniles Committed to DJJ

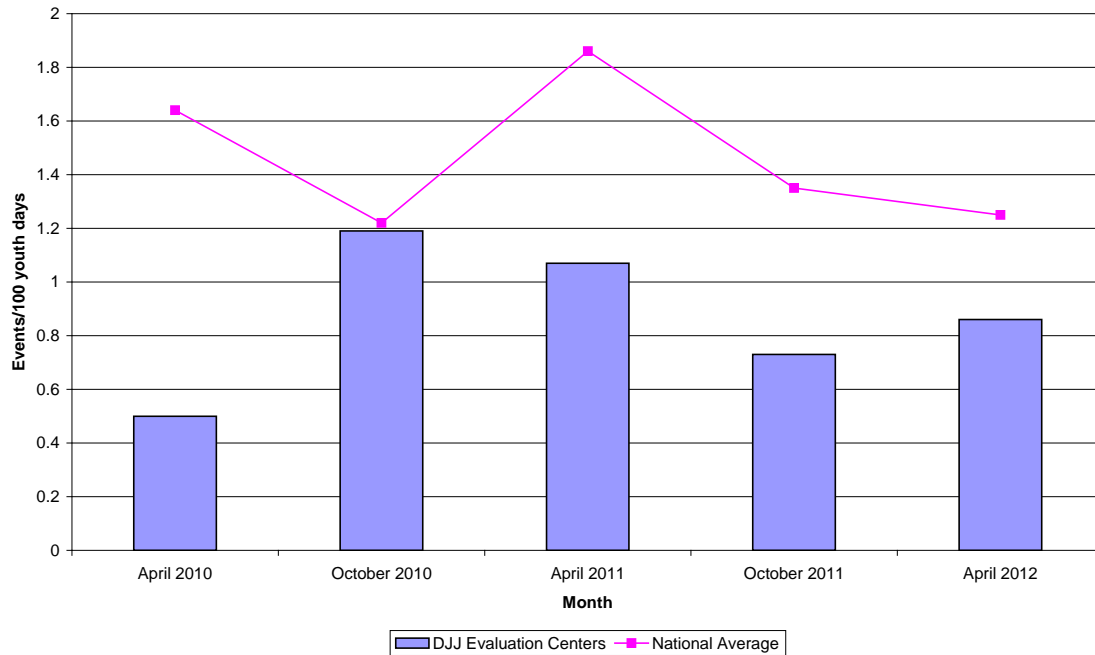


All of DJJ's facilities participate in Performance Based Standards (PbS), a project of the Council of Juvenile Corrections Administrators (CJCA). Facilities measure their performance bi-annually based on standards that cover seven critical areas of operation including Security, Safety, Order, Justice, Health and Mental Health, Programming, and Reintegration. Staff develop action plans to address deficiencies revealed in the measurement process. Data collection is monitored on a regular basis by the parent organization to ensure reliability. PbS enables longitudinal comparisons of progress over time and comparison to national trend lines. Participation in PbS reflects a commitment to continuous improvement.

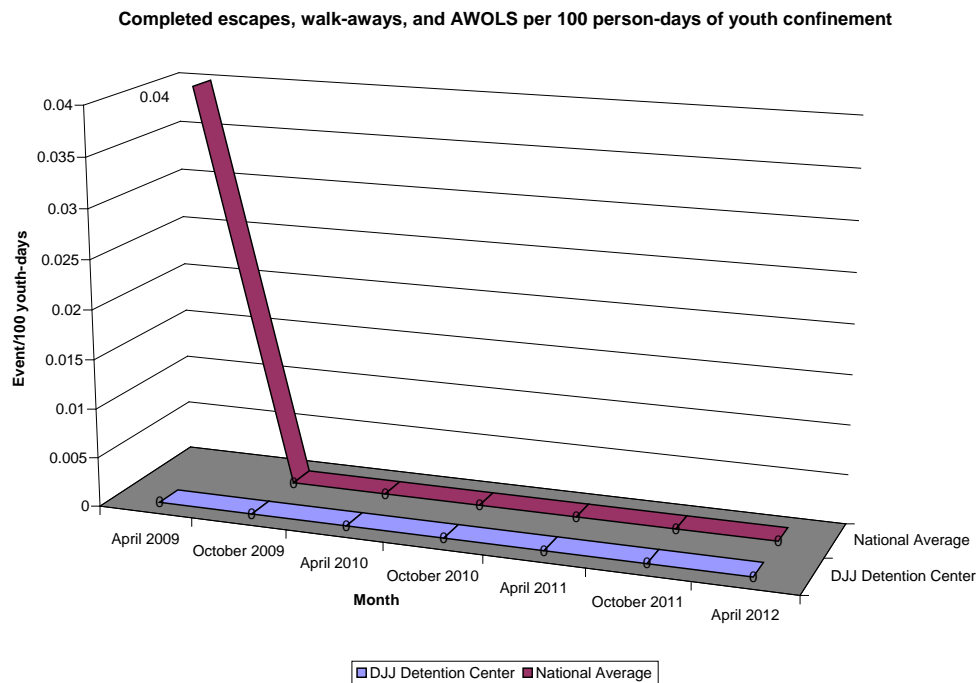
A measure of safety and order for the DJJ Regional Evaluation Centers is specified as "Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100 person days of youth confinement." Graph 7.1-6 on the next page reveals that the Regional Evaluation Centers have consistently maintained themselves at or below the national average. That is, the Evaluation Centers had fewer such incidents than similar facilities across the United States.

Graph 7.1-6

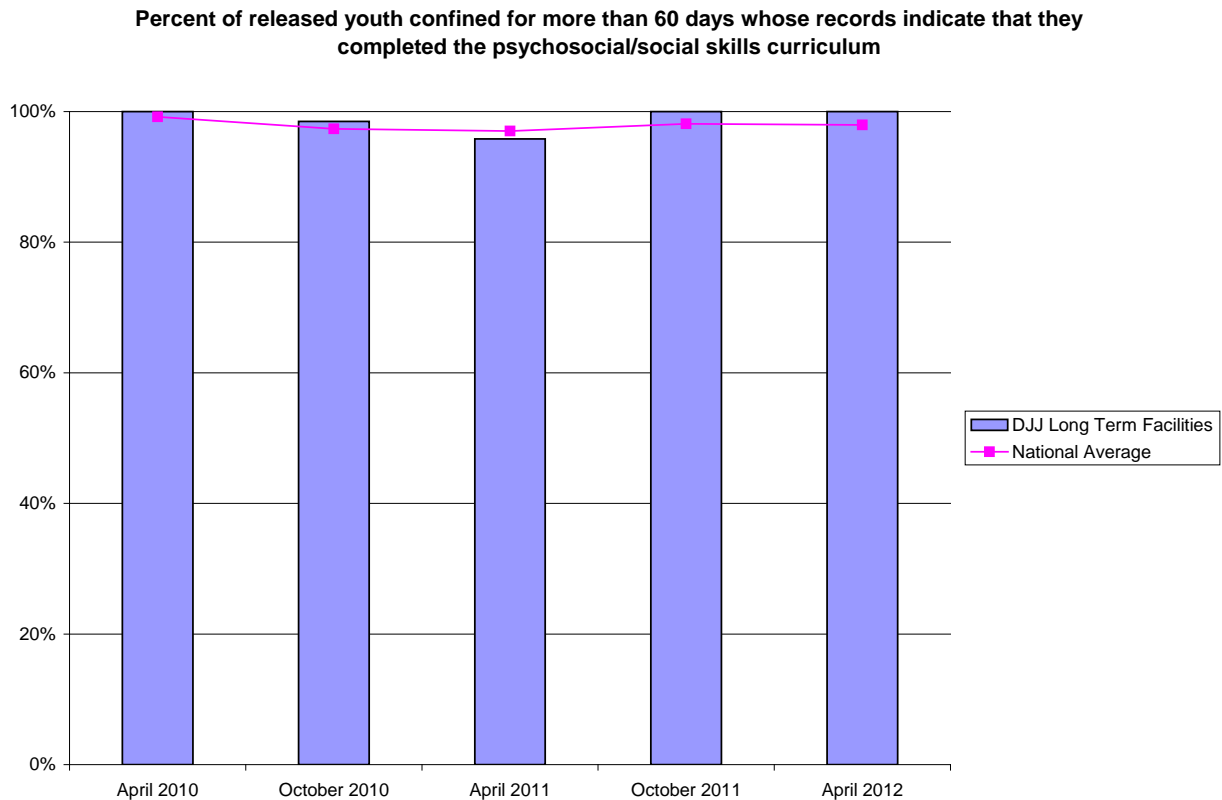
Incidents of youth misconduct that resulted in injury, confinement, and/or restraint per 100-person days of youth confinement



In juvenile corrections the interests of public safety are best served when violent and serious offenders are maintained in secure facilities where they pose no threat to the community. DJJ's Detention Center is a centralized pretrial detention facility. Graph 7.1-7 illustrates "Completed escapes, walk-aways, and AWOLs per 100 person days of youth confinement." The agency's performance on this critical standard has been exemplary over the past five measurement periods, with zero (0) escapes recorded.

Graph 7.1-7

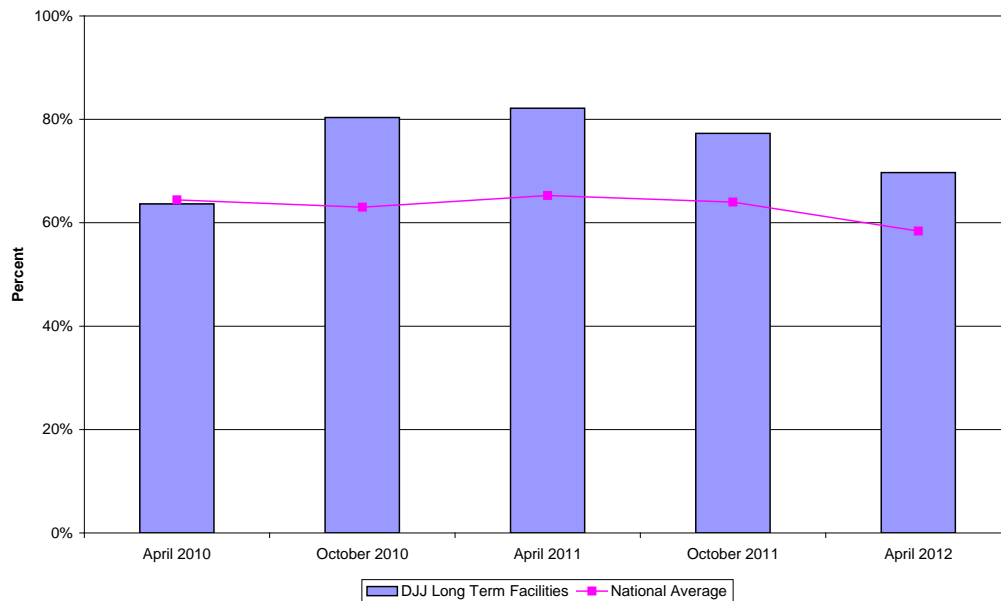
Beyond safely maintaining juveniles in a secure environment, DJJ has a mission to reclaim them as productive members of society through education and rehabilitative services. A relevant PbS standard for DJJ's Long Term Facilities is "Percent of youths confined for more than 60 days whose records indicate that they received the psychosocial/social skills programming prescribed by their individual treatment plans." DJJ's Long Term Facilities typically have exceeded the national average on this domain, achieving 100% in April 2010, October 2011, and April 2012 as indicated on Graph 7.1-8 below:

Graph 7.1-8

When juveniles have experienced periods of confinement, aftercare planning is essential for a safe and successful transition back to the community. If youth are cognizant of their aftercare plans, they are better prepared to return to their families and receive community-based services. DJJ has exceeded the national average and demonstrated progress in this area in four of the last five Performance based Standards reporting cycles, as indicated in Graph 7.1-9 (next page) for the standard “Percent of interviewed youths who know they are going to a community service/agency program upon release.”

Graph 7.1-9

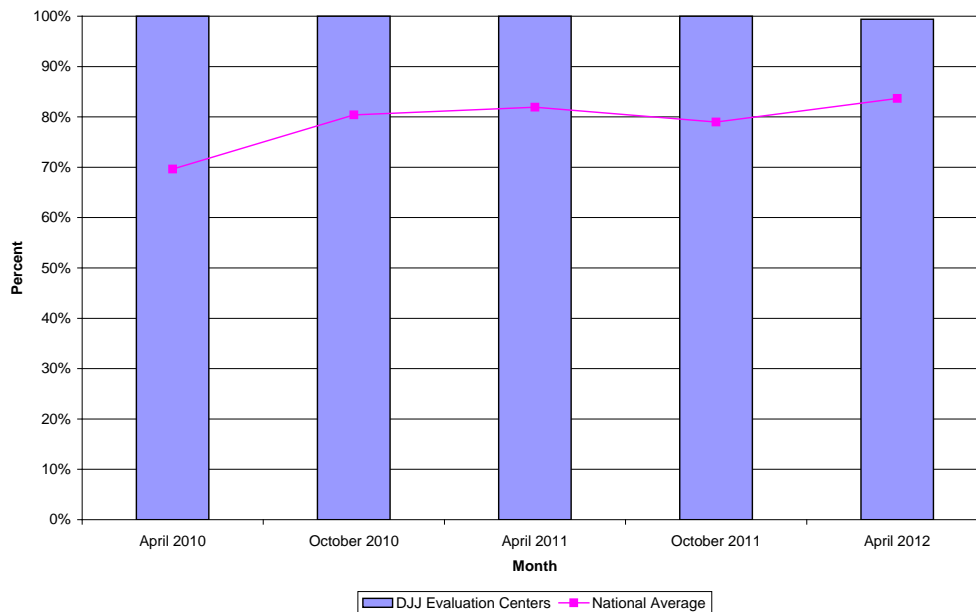
Percent of interviewed youth who know they are going to a community service/agency program upon release.



Improving educational outcomes for the youth committed to its care is a key goal of the DJJ School District. Poor academic performance is a risk factor associated with delinquency, unemployment, and adult criminality. PbS measurements in the area of programming provide comparative data on basic educational elements including reading. Graph 7.1-10 reflects the percent of youth who were administered a reading test. DJJ's Regional Evaluation Centers ranked above the national average in the last five reporting periods, achieving a 100% standard for each measurement period.

Graph 7.1-10

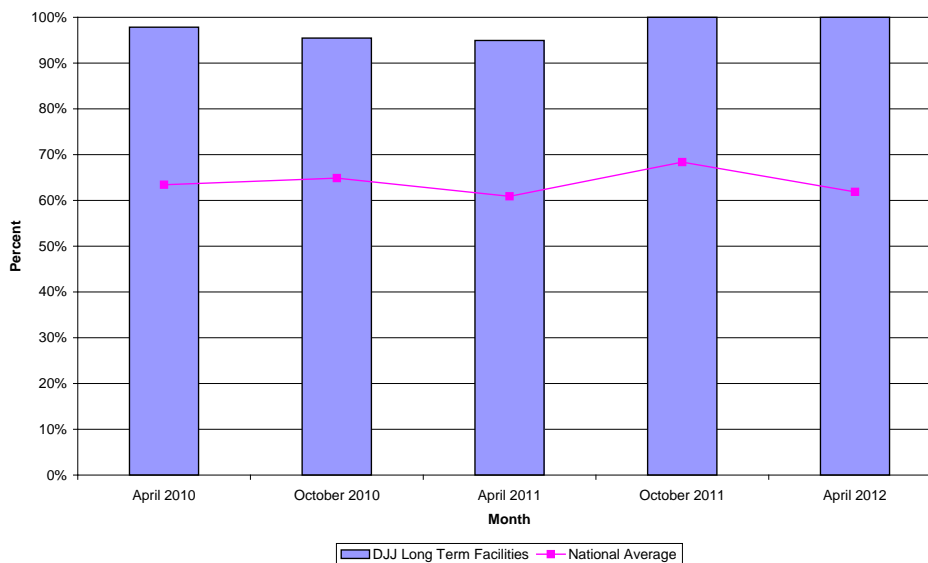
Percent of youth whose records indicate that they have received a reading test



The job readiness of youth leaving DJJ supervision is a key theme of the new DJJ administration. Notably, DJJ's long term facilities have substantially exceeded the national average for the last five PbS measurement periods in youth completing a vocational skills curriculum, having achieved 100% in October 2011 and April 2012:

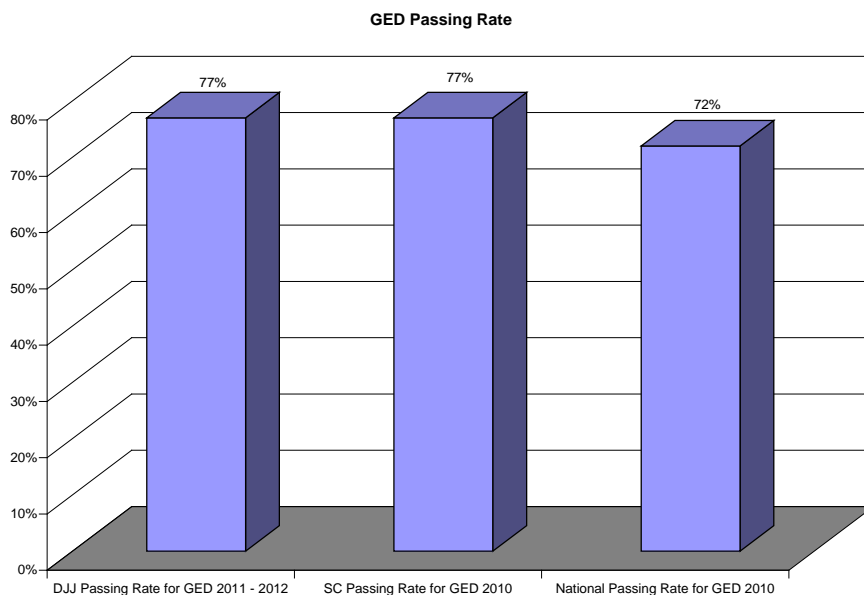
Graph 7.1-11

Percent of youth confined for more than 60 days whose records indicate that they have completed vocational skills curriculum.



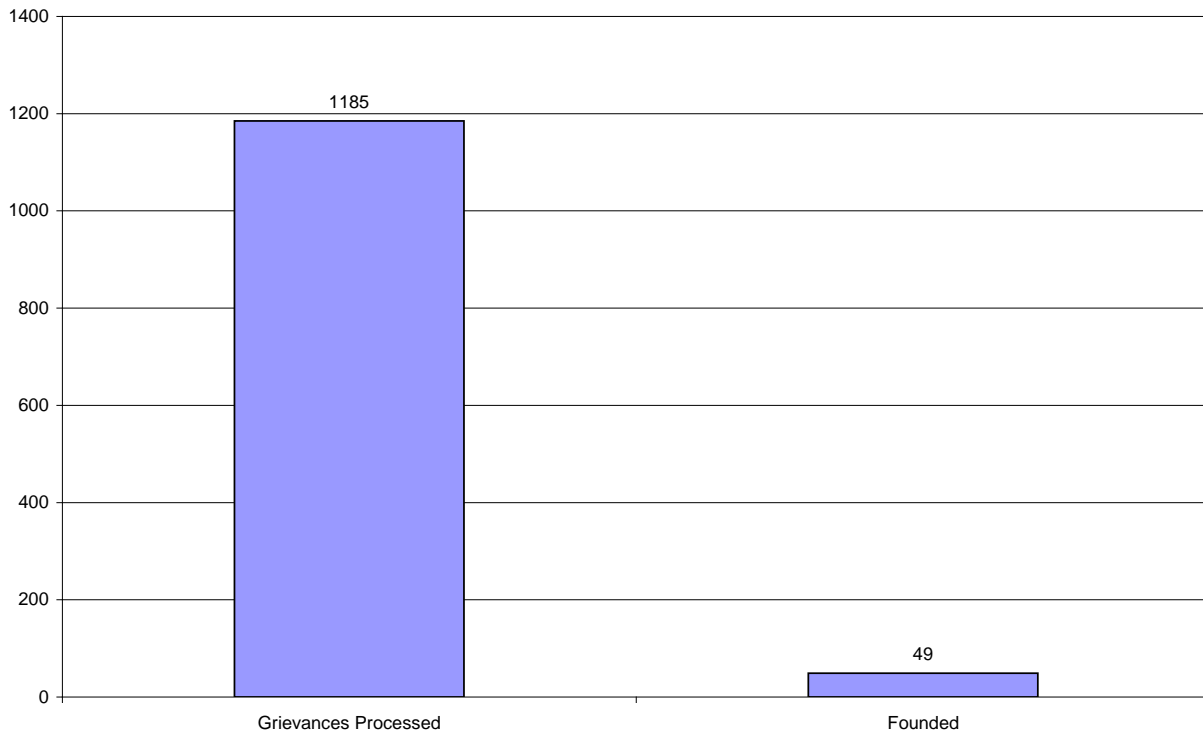
Within its school district, DJJ also emphasizes basic literacy as a means to increase youth employability. This year DJJ's passing rate for the GED examination was 77%, which is commensurate with passing rate for South Carolina as a whole and exceeds the national average of 72%.

Graph 7.1-12



2. *What are your performance levels and trends for the key measures of customer satisfaction and dissatisfaction? How do your results compare to comparable organizations?*

An important way that DJJ protects customer interests is its independent system for responding to juvenile/family grievances in a timely fashion. In FY 2011-2012 DJJ's Juvenile and Family Relations Section within the Inspector General's Office processed almost 1,200 grievances. Of these, 49 or four percent (4.1%) were founded, meaning that corrective action was required to remedy the concern. Since FY 2002-2003 the percentage of grievances founded has varied from nine percent to four percent.

Graph 7.2-1**Grievances received from Juveniles in all DJJ Residential Programs during FY 2011-2012**

Periodically DJJ conducts interviews and/or surveys to gauge the degree of satisfaction with the services that the agency provides. These interviews sometimes take place in the context of case file audits. This year DJJ staff audited 51 cases assigned to 16 of its intensive supervision officers working in 12 individual counties. The audit included open-ended interviews of 14 family members (parents and juveniles).

As indicated in Table 7.2-2 below, the majority of parents responded favorably about their experiences with intensive supervision services, typically documenting regular contacts with the assigned ISO, availability of the ISO, awareness of the goals for their children, and a caring attitude on the part of the ISO.

Table 7.2-2**Parent/Juvenile Interviews about DJJ's Intensive Supervision Services**

Question	Response	Respondent's County
“Tell me about the contacts you have had with your ISO.”	“She worked to find me services for (my child). Also, she respected my opinions.”	Beaufort
	“We have constant contact with her. She calls me several times per week. If I'm not home, she calls me on my cell phone. I can reach her by her cell phone if necessary.” Client interjected that the ISO visits him at school.	Greenville
“Tell me the plans/goals you and the ISO are working on.”	“The plan is for (my child) to realize his poor decisions and how negative peers can get you in trouble.”	Greenwood
	According to the juvenile, his present goals include receiving his GED, finding employment, and paying restitution. He successfully completed one goal - - to cooperate with and complete placement.	Dillon
“How has your ISO made a difference?”	“I don't know. (The ISO) has tried to help (her child), however (her child) has not been responsive.	Florence
	A parent said: “(The ISO) has been so supportive of me. I can call her and she listens. I know I can count on her to assist when needed and return my phone calls.”	Orangeburg
“Do you have any other comments about your ISO?”	“He is a good person. I think he is concerned about (my child).”	Florence
	“We are thankful for (the ISO). She has helped us with (our child). We feel that we are more than just a case for her. She wants the best for us all.”	Greenville
“Tell me what you would change about Intensive Supervision.”	“The county office should have an emergency plan for parents in case the ISO is out of the office.”	Orangeburg

3. *What are your performance levels for key measures of financial performance, including measures of cost containment, as appropriate?*

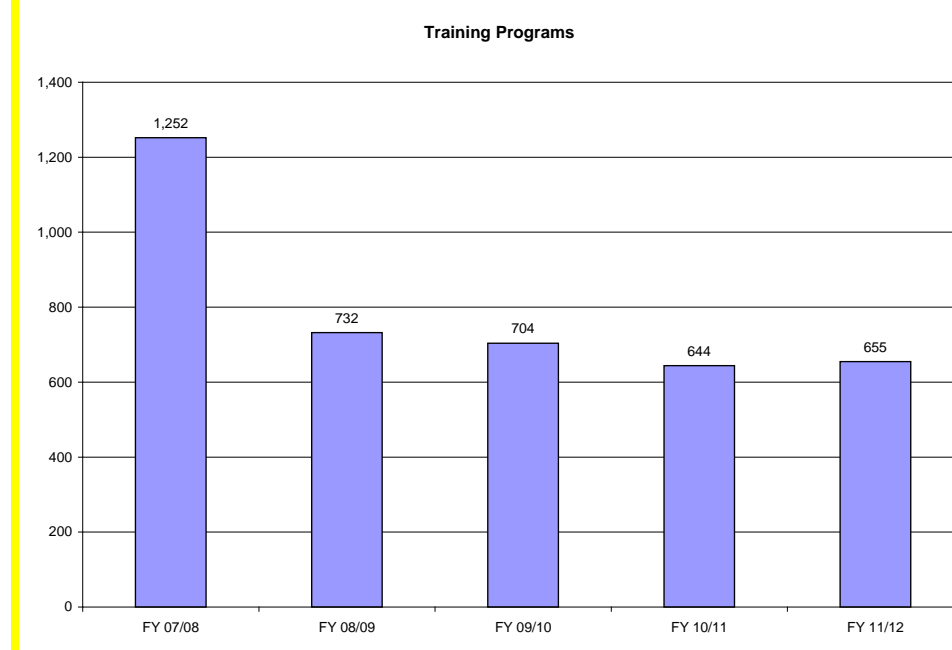
Maximizing collaborations, partnerships, and volunteerism is a key strategic goal relative to improving South Carolina's juvenile justice system. DJJ has actively pursued additional funding streams and has been successful in acquiring resources to maintain and expand programs and services without requesting additional state funds. A highly developed volunteer services program has helped to supplement services in the community and at BRRC. Additionally, federal dollars have been secured to help implement and expand juvenile justice initiatives. These activities are depicted in Chart 7.3-1, below.

Chart 7.3-1

Description	Dollar Value
1) Recruit volunteers as arbitrators, mentors, tutors, auxiliary probation officers, and in other capacities: 2,365 volunteers contributed 37,243 hours of services, which is valued based on the federal minimum wage (37,243 x \$16.53)	\$615,627
2) In addition to the hours of service that was captured in item one, volunteers donated in kind gifts to volunteer services.	\$55,689
4) Use federal funding to create, expand, and sustain program initiatives and education services to build capacity within the juvenile justice system.	\$4,039,097

4. *What are your performance levels and trends for the key measures of workforce engagement, workforce satisfaction, the development of your workforce, including leaders, workforce retention, workforce climate including workplace health, safety and security?*

Staff development is a key element of agency competence and growth. Regrettably, training resources were significantly impacted by the budget cuts imposed in recent years:

Graph 7.4-1

Juvenile Correctional Officer (JCO) Basic Training is the centerpiece of SCDJJ's Staff Development and Training Program. Since FY 2002-2003 "Basic" has included an on-the-job (OJT) training and mentoring component midway through so that candidates gain a realistic insight into workplace experiences and conditions. As a part of this process the JCO candidates are surveyed on a regular basis to determine their degree of satisfaction with the OJT component. Survey results have been generally positive and are used by Staff Development and Training to approach its responsibilities in a continuous improvement mode. Some results reflecting key competencies that future JCO's must master are summarized below, based on surveys received in 2011-2012:

Chart 7.4-2

Statement	Percentage of Agreement
I am familiar with gate procedures and vehicle security protocols.	93.1%
I understand how to conduct a shift change.	86.2%
I understand how to move juveniles within the facility.	89.7%
I understand the proper procedure to frisk and/or search a juvenile.	89.7%
I understand how to supervise juveniles during meal times.	93.1%
I understand the juvenile progressive discipline system.	89.7%
I feel that I have been prepared to work in a secure facility.	92.9%
I have a working knowledge of the Restorative Justice philosophy.	94.4%

5. *What are your performance levels and trends for the key measures of organizational effectiveness/operational efficiency, and work system performance?*

A strategic goal of DJJ is to maintain and improve core services, which include community supervision and the operation of secure facilities. DJJ recognizes that public safety is the key measure of organizational effectiveness and work system performance for a juvenile corrections agency. The public wants assurances that facilities housing serious juvenile offenders are indeed secure in maintaining residents without incidents of escape. Another reasonable public expectation is that juvenile offenders in the community will not commit new offenses while under agency supervision.

Chart 7.5-1 presents escapes from SCDJJ's Broad River Road Complex, which houses the state's most serious committed juvenile offenders. During the 15-year period of recordkeeping, the BRRC has averaged one escape per year. Eight of the 15 years, including fiscal year 2011-2012, were in fact escape-free:

Chart 7.5-1

**Escapes from the Broad River Road Complex of Facilities
15 - Year Retrospective**

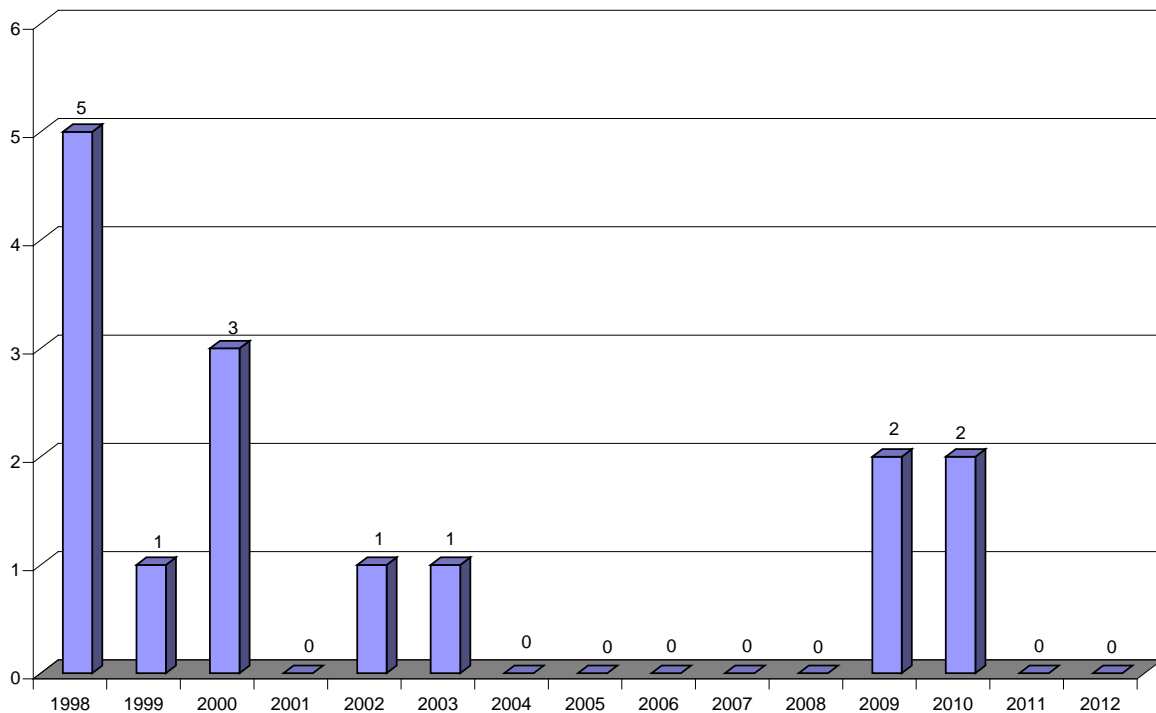
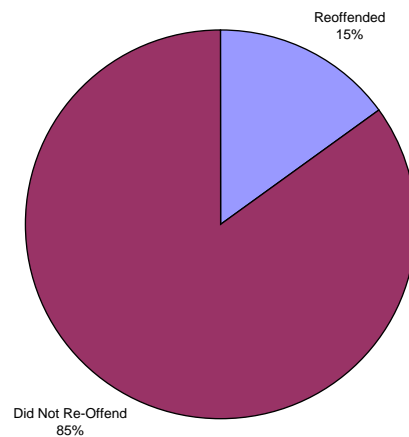


Chart 7.5-2 presents juvenile recidivism while serving probation or parole or completing arbitration programs. It reveals that 85 percent of juveniles in community programs did not re-offend while under SCDJJ supervision.

Chart 7.5-2

Juvenile Recidivism While Under DJJ Supervision; Probation/Parole or Arbitration Program

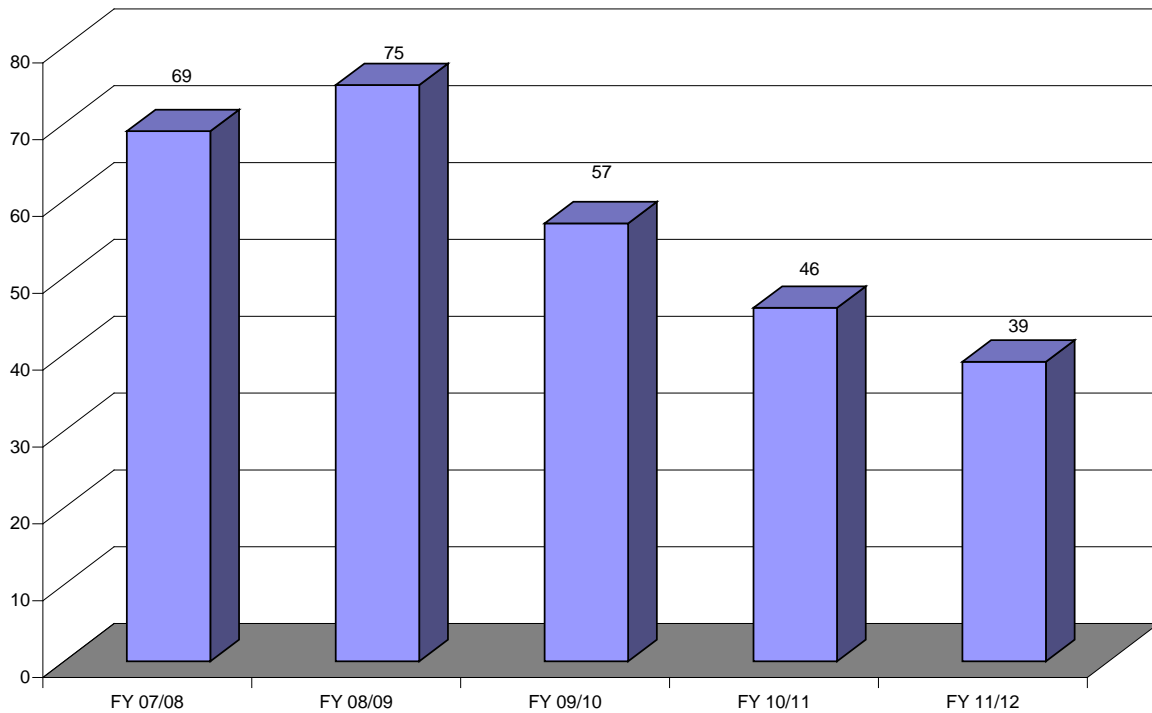


6. What are your performance level and trends for key measures of regulatory/legal compliance and community support?

Seriously mentally ill and mentally handicapped juveniles were a defined subclass in the federal class action lawsuit against SCDJJ that concluded favorably in FY 2003-2004. Since 1998, SCDJJ has abided by a standard of 90-days for the identification and transfer of youth included in the subclass to appropriate community-based programs. As depicted in Graph 7.6-1, during the last five fiscal years clinical staff identified and transferred a total of 286 such juveniles.

Graph 7.6-1

**5-Year Comparison of Numbers of Committed Juveniles
Identified as Seriously Mentally Ill or Handicapped**



For state agencies a key area of compliance monitored by the Human Affairs Commission is Equal Opportunity Employment/Affirmative Action. SCDJJ is compared to other law enforcement agencies and against all “large” state agencies. In 2011, the last year reported, DJJ ranked second among law enforcement agencies at 87.1%, which is an improvement compared to the previous year:

Chart 7.6-2**South Carolina Law Enforcement Agency Rankings in EEO/AA Compliance**

YEAR	SCDJJ	SCDC	PPPS	DPS	SLED
2011	87.1%	89.3%	82.4%	72.4%	84.1%
2010	83.7%	89.1%	74.7%	73.9%	88.6%
2009	91.1%	88.1%	83.8%	74.7%	71.3%
2008	87.0%	86.6 %	77.3%	75.3	79.3%
2007	88.3%	86.6%	87.95	79.3	79.3%
2006	90.6%	89.8%	86.3%	73.6	82.7%
2005	90.9%	89.4%	89.1%	81.3	84.1%
2004	90.6%	89.8%	90.4%	79.9	80.5%
2003	86.6%	90.2%	90.2%	79.6	81.9%
2002	87.5%	90.3%	91.5%	81.0	78.3%